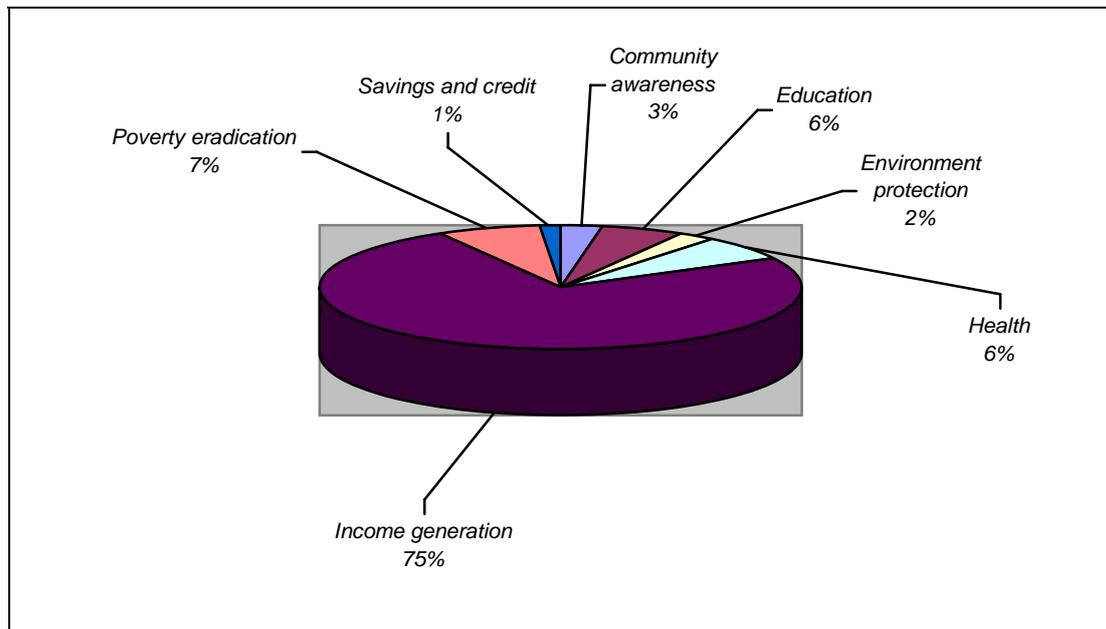


# REPORT ON COMMUNITY BASED ORGANISATIONS' INVENTORY



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## **ACKNOWLEDGMENT**

This is the first comprehensive inventory conducted in Nebbi district covering all the sub counties. It was conducted by AFARD between March – June 2001. AFARD is indebted to the data collection team for their commitment and the work well done. Equally, AFARD is grateful to the Department for Community Services in Nebbi district for their cooperation during the data collection process and sharing of draft report.

AFARD would like to appreciate the positive move of Nebbi District Local Government towards decentralized cooperation as an invaluable input requisite for the success of decentralisation, and above all, poverty eradication.

It is our desire to thank in a special way Gorta-Ireland for funding the survey, an activity most organisations shy to support because it does not yield immediate value for money. At least now, AFARD can base its vision, focus, content and context of interventions on facts.

Finally, the teamwork that constituted the success of this survey, has laid the foundation for promoting the growth and development of the local CBOs that are one of the pillars of positive entry for poverty eradication in Nebbi District.

*Dr. Sam Orochi Orach*  
**Programme Officer/AFARD**

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## **EXECUTIVE SUMMARY**

### **I. Introduction**

The meaningful participation of non-government sectors (the civil society and the private sector) in all development initiatives and in partnership with one another is seen as one of the cost-effective and viable strategies for fighting poverty in Uganda. Nebbi, one of the poorest districts in the country can certainly benefit from this wind of change.

The Agency for Accelerated Regional Development (AFARD), a truly indigenous, non-for-profit NGO is one of the stakeholders involved in development endeavors. AFARD's primary focus is on developing the capacity of local NGOs and Community Based Organisations (CBOs) in the West Nile region of Uganda. Capacity development is, of course, an activity that is part and parcel of all development programmes. The difference AFARD has brought in are: that while many programmes and projects have life spans, say 5 years, AFARD's capacity building programme is a continuous process; while other "capacity builders" depart with the demise of the project, AFARD is indigenous and here to stay; Others address specific gaps related to the project, AFARD looks at an holistic process to development, among others.

In Nebbi district, where AFARD started its activities in 2000, The first huddle that had to be addressed was the paucity of authentic information about CBOs/NGOs (or simply groups) in Nebbi district where it wanted to start its activities. Several groups were known to exist but there was no comprehensive information about them. For instance, Community Development Department had registered over 240 groups by March 2001 but acknowledged that those were groups that came for registration to their offices. No one had hitherto made an effort to seek out groups that remained in the villages, those that registered and disappeared into oblivion. There was no information about the progress or retrogression of groups that were still striving to remain active, who were involved, etc. AFARD had therefore to take the initiative to collect this type of information. Again, in an epoch where the civil society is being seen as a vital partner in the development process, all stakeholders would find the information generated quite useful

### **II. Aims and Objectives of the survey**

The goal of the survey was to get current information about groups in Nebbi district. The information would provide a basis upon which AFARD's capacity development programme would be built.

The objectives of the survey were to:

1. Capture key historical facts about the groups;
2. Find out what activities the groups were engaged in;
3. What constraints the groups were facing; and

4. How the constraints can be tackled.

Enumerators then went from village to village to administer questionnaires designed and by AFARD and pre-tested during the training of the enumerators. Adjustments were made in line with what some groups proposed as pertinent on group information. The Local Councils and community workers, opinion leaders at all levels in the villages proved a big help in identifying the groups. The information was then processed using SPSS application.

**The following entities were excluded from the survey**

- ❖ Foreign NGOs
- ❖ Umbrellas and Networks
- ❖ About 20 groups were for intents and purposes dead.

**III. Summary of findings**

• **Number, Distribution, Composition by County**

This survey has proved that indeed there were many more groups that Nebbi District Local Government did not know of. Officially 240 existed but on the ground there were 403 active groups. Jonam County, with only 22% of the population had 35% of the groups in the district while Okoro County with 42% of the district's population had only 30% of the groups.

Over 12000 people i.e., about 12 % of the adult population in the district were in groups and 64% of whom were females.

The presence of 403 groups in the district offers development stakeholders an opportunity to use these groups for accelerated development of the district. Planners should take the high involvement of women into account: for instance when planning for food security. Ways should be found to encourage more people, particularly men and in Okoro County to get involved in organized endeavours.

• **Year of formation**

The majority of groups, 71.2%, were formed after 1995, a period when there were several programmes designed to cater for civil society involvement, for instance CAP, PAP. Many have remained poor and waiting for donations. This opportunistic tendency is counterproductive and negates the cultivation of self-reliant spirit in the people. Development should originate from within the people and not base on dependency.

• **Value of assets of groups at birth**

129 groups (33.5%) started without any asset at all. At the time of study 78 (19.5%) still did not have any assets. The average value of assets did rise from about US\$ 1,400,000 at formation to US\$ 3,100,000 at the time of study but most of the assets was in form of land. The growth in value of assets augers well for sustainability and should be encouraged and supported.

- **Presence of the Group's Constitution**

In this study, only 37.7% of the groups had constitutions and this finding does not augur well for the sustainability of the groups. The community development services office of government and other NGOs working with CBOs should encourage the groups to formulate, participatorily, their constitution.

- **Registration with Government**

It was found that 60% of the groups were not registered with government hence were not known. Development stakeholders should therefore make a deliberate effort to seek them out and encourage the groups to take formal registration with government (and hopefully other networks where they exists).

- **Regularity of meetings**

Many groups, 82.1%, stated that they held meetings regularly, they meet as and when desired. These meetings should be encouraged and the records well kept.

- **Records**

Majority of the groups - 81.6% - reported keeping records but the quality left a lot to be desired. Several members did not know the type of records their leaders kept, or even how much cash their treasurers had.

- **The Primary Objectives of groups**

Income generation dominated the prime objectives advanced by groups (74.4%). This underscores what groups are basically occupied with and in any development endeavours, people's choices should be respected, though not without consideration for other not in exclusion of other objectives.

- **Priority activities**

The predominant activity groups were engaged in at the time of survey was Agriculture (39.0%) followed by Savings and Credit (16.4%). This is a true reflection of the economic activity in the district and more so the increasing upfront mechanisms for the communities to generate their own seed cash for petty businesses.

- **Intended Beneficiaries**

At the time of formation, groups had certain categories of people they intended to benefit from their activities. While only 12% served special interest groups, the key target beneficiaries are group members, followed by their families and the wider community. Group activities therefore present a better entry point for self-reliant 'do-it-yourself' development avenue.

- **Primary Constraints**

Lack of funds featured as the most important constraint, then lack of practical skills and lack of inputs. Other less prominent but non-the less significant constraints were poor management and poor network and linkages with external resources. But in essence all these constraints should be addressed as the success or failure of

interventions can be determined by the “weakest link in the chain” of interdependent factors.

- **The Type of External Support required by the groups**

Training was the most mentioned support the groups required followed closely by actual cash (42.7% and 41.7% respectively). However, cash itself is a medium for acquiring other resources such as basic inputs groups requires in order to embark meaningfully on the path of self-reliant development. Therefore, facilitation should aim at those resources, particularly those that are found within the local environment.

- **Linkages with other actors**

Sixty two percent of the groups reported contacting government supported programmes and NGOs especially for training. Some have made contacts for funding support. This can be in part due to their age and the one-off contacts with selected programmes implemented by governments and NGOs. This provides an opportunity for partnership since both actors appreciate the need for collective action.

**The study apart from other recommendation presents the need for future Studies.**

As a pioneering study in the district, this survey calls for:

- ❖ A regular update of the data possibly with expansion to cover a wider aspect of group dynamics.
- ❖ Assessment of what capacities do these groups have for self-reliant development and how can these capacities be harnessed and enhanced?
- ❖ Assessing how profitable are the groups’ income generating activities and how can they be supported?
- ❖ A further exploration of why are the groups continuing to use “antiquated” production techniques? Or if they are not antiquated as such, but simply indigenous technical knowledge, how can the two systems be married for the maximum benefit of the groups? This is based on the fact that most of the activities the groups are involved in are agro-based.
- ❖ A clearer triangulative analysis of the boasting rotational savings and credit activity side by on-going NGO and government microfinance activities. This should further understudy how the groups are operating their group-based loaning schemes: its efficiency, effectiveness, economy and equity principles and how the gaps thereto can be reduced.

The information obtained from the study is presented as follows:

*Part 1: Presents the general overview to the study.*

*Part 2: Poverty related information about the study area, Nebbi district, follows immediately below. In addition, the ethos and objectives of AFARD, the organisation that carried out the survey are outlined;*

*Part 3: Deals with the objectives, methodology and limitations of the study; and*

*Part 4: Findings, Implications, and Recommendations that were drawn there from.*

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## **1.0 INTRODUCTION**

Uganda has a population of about 22 million, 35% of who according to the 2000 household survey still lived in absolute poverty (UBOS, 2000). Nebbi district is among those with the lowest human development indices (HDI) and adjusted personal per capita income within the country. In 2000, Nebbi district's HDI of 0.31 compare poorly with the capital city- Kampala's HDI of 0.6.

This situation is worsened by the high prevalence of HIV/AIDS; corruption (that according to Transparency International rank Uganda as the 3<sup>rd</sup> most corrupt nation)<sup>1</sup>, and political disruption. It is by no means that the 7% per annum economic growth rate for the last 10 years has not translated positively into improved welfare and increase in income for the rural population. Inasmuch as there is no good governance (lack of accountability and transparency, poor delivery of basic services, weak leadership, lack of consultation of the local people and lack of information) the situation will be worse until rhetoric and pro-people politics are adopted.

### *Government Response - National Overview:*

The challenge of underdevelopment has driven a number of notable responses from the Government of Uganda. A macro framework is now provided by the Poverty Eradication Action Plan (PEAP). PEAP is a comprehensive development framework aimed at stimulating rapid economic growth, increasing the ability of the poor to raise income while at the same time ensuring good governance and directly increasing the quality of life of the poor (MAAIF/MFPED, 2000). Critical areas are Primary Health Care, Rural Roads, Primary Education, Rural Water and Sanitation, and the Transformation of Agriculture. Local Governments can add on other priorities that are of relevance to them.

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<sup>1</sup> See Augustine Muserero 'Can Taxation be a means of poverty eradication in a corruption - infested country?' in UDN Policy Review Newsletter Issue 2, August 2001.

Besides, the Government of Uganda has also recognized the need for the meaningful participation of non-government sectors (civil society and the private sector) in all aspects of development interventions in the pursuit of its poverty eradication programmes. The operationalisation of this recognition offers a unique, epochal opportunity for the people in poor, marginalized districts such as Nebbi to benefit from such programmes. Hence, not only the government, but also all other development stakeholders should be interested in gaining correct and comprehensive information about the non-government sectors. This opportunity is enhanced by the decentralisation policy.<sup>2</sup>

Crucial impediments to the realistic participatory implementation of government policies includes the one-off operations of all actors – the lack of decentralised cooperation that eventually limits the benefits of the would be value added to the grassroots’ communities. Decentralisation has also continued to suffer from ‘closed politics’, a weak political, economic and social participation, inadequate resources, corruption and lack of accountability.<sup>3</sup> On the whole, the local communities have not

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<sup>2</sup> Decentralisation in Uganda opposes the centralized system of governance associated with top loaded bureaucratic tendencies. It is believed that bringing governance closer to the grassroots will improve public service delivery, foster democratization, strengthen national unity thereby making governance more effective and efficient, relevant to local needs, innovative and flexible and above all cheap. However, the onus is on the local government, the local people and other development stakeholders to ensure joint action to achieve their desired development objectives through the adoption of community-based strategic and participatory planning, implementation, monitoring and evaluation and adjustments. The objectives of decentralization in Uganda includes:

- *transferring real power to the local governments and thus reduce the work load on remote and under-resourced central officials;*
- *bringing under control (political, managerial, and administrative) the delivery of services to local people to improve effectiveness and accountability and to promote a sense of people’s ownership of local government programmes and projects;*
- *freeing managers in local government from constraints of central authorities to allow them to develop organizational structures that are tailored to local conditions;*
- *improving financial accountability and responsible use of resources by establishing a clear link between the payment of taxes and the provision of the services they finance; and*
- *improving the capacity of local governments to plan, finance, and manage the delivery of services to their constituents.*

<sup>3</sup> See Gunther Hilliges and Jan Rademaker, “A New Understanding of Accountability in Towns and Development” in Capacity. Org Issue 5 April 2000 Advancing the Policy and Practice of Capacity Building in International Development Cooperation. Accountability is a multi-tier concept that requires reciprocity and equality between actors. It is a transparent process of identifying, analyzing, planning, implementing, monitoring and evaluation of activities. It is not only money focused. It involves a horizontal and vertical and mutual bridge for involving, maintaining, and ensuring joint action and partnership at all levels. Accountability, therefore, entails open and transparent practices through:

- the way in which criteria for project selection and priority setting are established
- how evaluation criteria and measures of success are established and measured
- how project/programme information is used and presented

been involved in development policy management hence, the inability to know “which needs and whose needs will be met through the distribution of the scarce resources” by local government. This is in part attributed to centralized planning functions within the government departments, lack of skills in and unwillingness to adopt participatory planning methodologies as well as institutional based approach, “representative politics” –weakening the comprehensiveness of plans for rural development. Perceived and implemented plans are exclusively the views of the local government staff.

It is in this vein that the Agency for Accelerated Regional Development (AFARD), an indigenous NGO operational in Nebbi District took the initiative to carry out this survey of all Community-based Organisations (CBOs) and local NGOs (or simply groups) operating in Nebbi district. While AFARD would use the information generated as a basis for its capacity building programme with these groups, the local government and other stakeholders were also expected to find the findings useful.

## **2.0 ABOUT THE POVERTY IN THE NEBBI DISTRICT<sup>4</sup>**

Nebbi district, located in North-western Uganda, is one of the 56 districts of Uganda. It is bordered by Arua district to the north, Gulu district to the east, Masindi district to the southeast and the Democratic Republic of Congo to the West and South. The district is composed of 3 counties (Jonam, Padyere and Okoro) subdivided into 16 sub counties and 3 town councils, 84 parishes and 1221 villages. At all these levels, a political-local council management structure acts as a web for community governance.

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- the way in which any funds raised or provided will be used and what share will go to (North) activities and administration
  - the way in which issues will be presented in any fund raising and information campaign for example appeals on solidarity, compassion, etc and its long term benefits or joint responsibilities.

<sup>4</sup> Poverty itself is described by the people of Uganda as, “a situation of perpetual need for the daily necessities of life...” as well as “a feeling of powerlessness to influence the things around you” (MAAIF/MFPED, 2000 p. 8). The most common indicators are insufficient food; few productive assets; inadequate income to meet health care and education costs; restricted access to services; large families; lack of social support; and poor health. Other indicators may be specific to a given area- for instance, social and physical isolation, ethnic discrimination, low social capital, insufficient infrastructure and insecurity. The influence of these indicators on overall poverty, and the impact of their interactions, vary with location, gender, seasons and existing services and infrastructure.

The district is a polyglot society with many ethnic groupings. The majority of the population is of Nilotic Origin (98 %). Of this, 91% are of Alur ethnicity. The total projected mid -2001 population is 460,600 composed of 48% males and 52% females; 90.2 % rural and 9.8 % urban; and predominantly a young population with a high total dependency ratio (98%).

### 2.1 Some Indicators of poverty in Nebbi

Below are some indicators of poverty in Nebbi district and they go a long way in corroborating the assertion that Nebbi is really poor.

**Table 1:** Selected indicators of standards of living for Nebbi district.

2002 Population (mid-2002 projection)	460,600
Per capita GDP in US\$	298*
Rural population	90%
Infant mortality rate per 1,000 births	139 (1995)
Population with access to safe water	54%
The population per doctor in the year 2000 one	57,575
Life expectancy at birth	47 years*
Adult literacy rate	47%
Population that use wood for fuel	98%
Population that depend on agriculture for a living	85%

Sources: 1. Nebbi District Local Government (NDLG) Development Plan 1999-2002

2. \* Vision 2025:Uganda Government 1999

### 2.2 What is Being Done about the Poverty in Nebbi District

Development policies of the Government of Uganda is currently being governed by Poverty Eradication Action Plan (PEAP). Critical areas are Primary Health Care, Rural Roads, Primary Education, Rural Water and Sanitation and the Transformation of Agriculture and is funded from, among other sources, Poverty Action Fund (PAF)- money saved from the HIPC Debt Relief Initiative and funds from donors.

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Clearly these interventions are focused on the physical and social infrastructure in the district. The mental and psychological infrastructure, i.e., people's technical knowledge and skills, availability of information, education level, awareness level, collective social energy, attitudes, values and aspirations that prime them and make them receptive and responsive to opportunities and change through determined hard work and the ability to initiate and sustain development programmes, advocate and demand for equitable development etc, are not being tackled in earnest. Thus "development" being pushed from above is not getting a complementary receptiveness and utilization capacity from below. One might even state, and justifiably so, that while there may be some "growth" in the district as evidenced by the proliferation of physical and social infrastructure, true development, as per current people-centered development thinking, continues to elude the district. It is for this reason that several stakeholders, including AFARD, have thrown in their lot in the development effort, inspired and guided by the opening lines of the 1990 Human Development Report quoted below;

*"The real wealth of a nation is its people. And the purpose of development is to create an enabling environment for people to enjoy long, healthy and creative lives. This simple and powerful truth is too often forgotten in the pursuit of material and financial wealth".*

### **3.0 ABOUT AFARD**

Agency for Accelerated Regional Development (AFARD) is a local, membership, and voluntary, non-for-profit organization composed of development professionals who live and work within the region. It is a belief that development can be attained if people are empowered to **initiate, demand for, own, control and sustain** the processes and fruits of development. **The mission** of AFARD is, therefore, "to contribute to the molding of a region in which the local people, including those who

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are marginalized, are able to participate effectively and sustainably and take a lead in the development of the region”.

The central focus of AFARD’s activities is capacity development of Community Based Organisations and local Non Governmental Organisations based on “**mindset, leadership, skills and tools**” that promote self-reliance, partnership/joint actions, and community democratization. AFARD’s understanding of Capacity Building is most closely mirrored by the definition by UNDP (1997)<sup>5</sup> which states that Capacity Building is “*the process by which individuals, groups, organisations, institutions, and societies increase their abilities to (1) perform core functions, solve problems, define and achieve objectives; and (2) understand and deal with their development needs in a broad context and in a sustainable manner*”. It is a process of progressive learning, which outsiders can only facilitate (Tandon, 1997)<sup>6</sup>, and can best be developed in a participatory manner through the ideas, actions, and initiatives of group members themselves.

What FARD does is to identify existing community based organizations (CBOs) and local NGOs, cause the formation of new ones and build them into entities capable of sustainable self-reliant development. This is done through a concerted skills (practical and organizational) development; networking and advocacy; participatory action research; information gathering and dissemination; resource mobilization, utilization and management; and the ability of the CBOs/NGOs to create a hunger for sustainable development in the people. It is through these CBOs and local NGO that AFARD will reach the grassroots people.

Thus, the survey of the CBOs and NGOs in the district was considered a critical starting point in the tortuous and protracted struggle against poverty. This should provide avenues for building capacities of people at the grassroots, comprehending

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<sup>6</sup> Tandon R., 1997, capacity Building in Civil Society, New Dehli

elitism to 'on-the-ground' situations, reducing bureaucratic red tape, and re-orienting development policies to local needs.

#### **4.0 BASELINE SURVEY**

This baseline survey was designed as a simple pioneering effort to start a database for AFARD.

##### *4.1 Aims, Objectives and Justifications of the survey*

The goal of the survey was to get current information about groups in Nebbi district. The information would provide a basis upon which AFARD's capacity development programme would be built.

##### *4.1.1 Objectives of the survey*

The objectives of the survey were:

- a) Capture key historical facts about the groups;
- b) Find out what activities the groups were engaged in;
- c) What constraints the groups were facing; and
- d) How the constraints can be tackled.

##### *4.1.2 Why the survey was needed*

- a) The first huddle AFARD had to contend with was the paucity of authentic information about CBOs/NGOs (or simply groups) in Nebbi district where it wanted to start its activities. Several groups were known to exist but there was no comprehensive information about them. For instance, Community Development Department had registered over 240 groups by March 2001 but acknowledged that those were groups that came for registration to their offices. No one had hitherto made an effort to seek out groups that remained in the villages and those that registered and disappeared into oblivion. There was no information about the progress or retrogression of groups that were still striving to remain active, who were involved, etc.

- b) The information would also generate a database that would be periodically updated, expanded, and re-engineered to rhyme with AFARD's roles within the development milieu in the district.
- c) The findings would also help people trying to generate ways of mobilizing and building up the civil society into a strong entity capable of playing its due roles in development partnership with Local Governments and other stakeholders in the district.
- d) The National NGO Board had lists of several NGOs purportedly working in the Nebbi district. This had limited new entry of external NGOs, which looked at the district as already well covered and so moved elsewhere. Yet a good number of these NGOs were already disbanded, several were "briefcase" organizations that were not sustainable and depended principally on fleecing unsuspecting donors. This survey was an eye opener to verify, ascertain, and dispel such wrong image on the district.
- e) Decentralised governance pillars on cooperation and collaboration. There is need for a mutual operation of local government, the private sector and civil society organisation. This survey aimed at establishing a frontpage for a useful joint action in planning, supervision and development catalysis functions by presenting the actual location, operations and constraints of the civil society organisation actors.
- f) The survey was also timely and direly needed by the Community Development department as the overall government arms charged with the coordination of community initiative. The department had made futile efforts to secure funding support for a similar inventory.<sup>7</sup> This particular study

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<sup>7</sup> The study team saw a proposal developed by the CDO and submitted to Action Aid Uganda, Northern Regional Office for funding in 2000 but had not received any response.

therefore was in response to a felt and thus complemented the department's effort.

#### *4.2 Methodology of the Research*

- a) A list was obtained from the District Community Development office detailing all the groups that ever registered with them, i.e., the groups that officially existed as far as the district authorities were concerned.
- b) The lower levels of government were also contacted. They verified the names on the list above and included new ones.
- c) Trained Enumerators then went from village to village to administer pre-tested questionnaires to groups. This questionnaire was designed by AFARD after a consultative meeting with some community workers basing on their experiences with group work. Some indicators were integrated after the pre-test following what some group representatives felt were vital information about a group.
- d) The Local Councils and community workers, opinion leaders at all levels in the villages proved a big help in identifying the groups.
- e) The information was then processed using SPSS application.

The following entities were excluded from the survey:

- a) NGOs that were originally not local and were in the process of indigenisation, for instance CARE later metamorphosed into CREAM.
- b) NGOs that were Umbrellas for, and Networks of, several smaller grassroots entities, as inclusion would introduce the risk of double counting. In addition some had employees and not voluntary members. This category included Rosh Ga Dol, PRUDEPMA.
- c) Also excluded were about 20 groups that were for intents and purposes dead. The former members were still alive and answered to the names of the groups but no activities had taken place for a long time.

#### *4.3 Limitations of the survey*

The common predictable limitations of the survey are those related to data collection omission and commission error. For instance, we predict:

- a. Some authentic groups were left because the members were absent even when extra visits were scheduled.
- b. It was also possible the research assistants could have left out a few groups through human error.
- c. Again in a situation where respondents were asking for “some facilitation” the accuracy of the answers given could not be guaranteed.

However, the researchers tried, as much as was humanly possible to get facts about the groups from the respondents. Another practical step taken to offset a number of these errors included the use of community facilitators who were experienced in community mobilization for voluntary work and in addition knew the terrain well.

In this presentation, key issues have been analyzed and presented. The bulk of the data constitute the database for the CBOs. It can be accessed from AFARD offices in Nebbi. It is hoped that as soon as AFARD gets its website this information will be posted using a resource link.

## **5.0 FINDINGS, IMPLICATIONS AND RECOMMENDATIONS**

### ***5.1 Distribution and Composition of Groups***

It was found that there were 403 groups active in the district.

- Jonam County, with only 22% of the population had 35% of the groups in the district while Okoro County with 42% of the district’s population had only 30% of the groups (refer to table 2 below).

- Male only groups were 30.
- Female only groups were 125.
- Mixed groups were 248.
- The number of people involved was 12,239 (Female=7,888; male=4,351). In other words about 12 % of the adult population) are in groups<sup>8</sup>.
- Average number of males per group: 16.
- Average number of females per group: 21.

**Table 2: Distribution of Groups by County, Nebbi District**

County	% of total population in county	Number of groups	% of district total
Jonam	21.9	139	34.5
Okoro	41.5	120	29.8
Padyere	36.6	144	35.7
Total	100.0	403	100.0

The above findings show that over 12,000 people (12 % of the adult population) are in community based and non-governmental organizations. Of these, 64% are women. However, as shown in figure 1 gender composition differentials exist with 31% of the groups having no male members compared to only 7.4% that does not have female members.

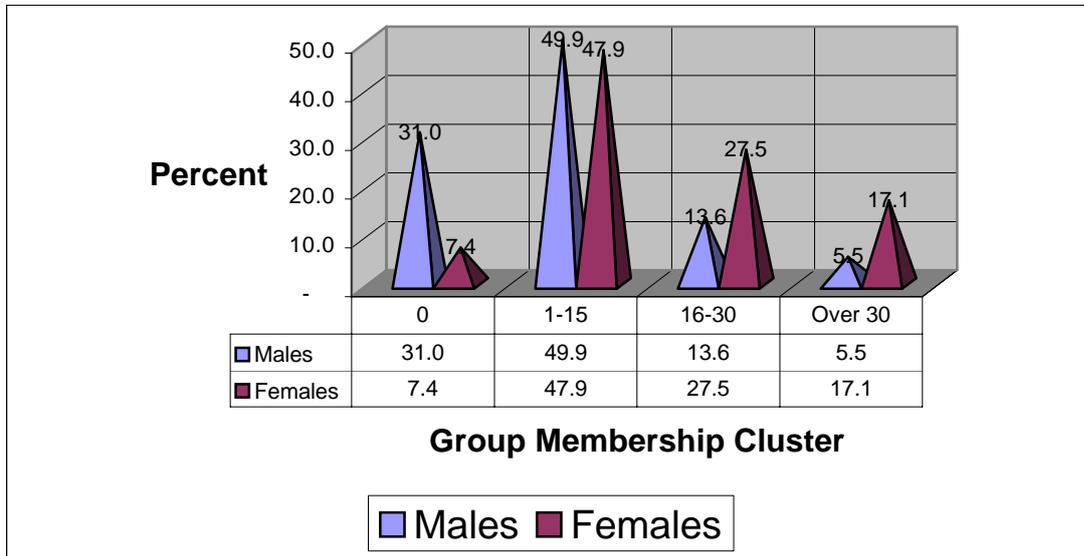
Further, certain areas have more group activities than others. See figure 2. Panyango sub county takes a lead with 46 groups while Akworo has the least number of groups (3) in the district among all other sub counties. County differentials indicates that in Jonam - Panyango leads with 46 groups while Pakwach town council has the least number 12 groups; in Padyere – Nebbi and Kucwiny has 34 groups each while

<sup>8</sup>

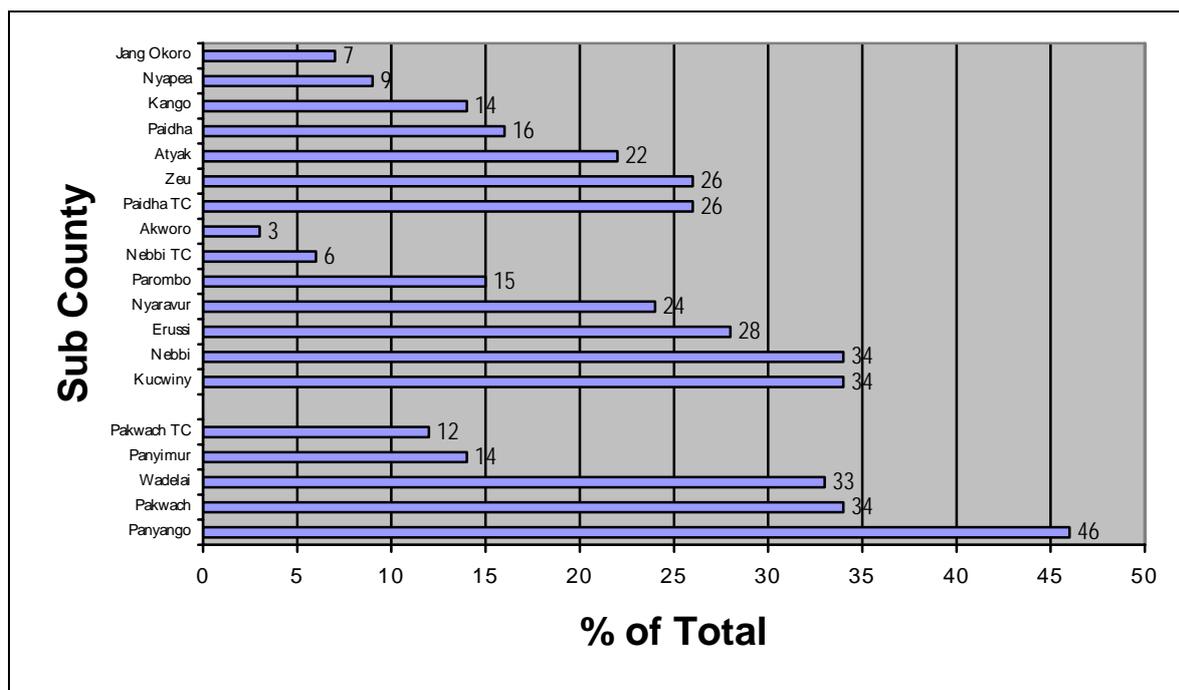
Estimated 2001 district population	460,000
Adult population = 24%	110400
People in Groups	12000
Proportion of adults in groups	11%

Akworo has only 3 groups; and in Okoro - Paidha town council has 26 groups while Jangokoro has only 6 groups.

**Figure 1: Distribution of males and females by group membership**



**Figure 2: Distribution of Groups by Sub county**



### Observations and Implications

- It is people with common interests who come into groups. It is through such organised efforts that synergies can be created and concerted development efforts propagated. No wonder most development agencies have used groups as avenues for delivery of services in communities, and with considerable measures of success. Thus the presence of 403 groups in the Nebbi district offers government and other development stakeholders an advantage of making use of well-mobilised, development-primed, time-tested and willing vessels for the accelerated development of the district.
- Looked at in another perspective, the roles and functions of groups are akin to the social support the extended family system used to provide in the past. This observation and its implication is particularly relevant in urban areas and fishing villages where the traditional kith-and-kin relationships have all but broken down. People turn to groups for mutual support.
- The fact that women compose the majority of these groups augurs well for equity. Development planning processes should take this high involvement of women into account. For instance when planning for food security, women

should be given priority given that they are the primary food producers). However, ways should also be found to encourage more men to get involved in organized endeavours so that more people participate in local government initiatives. This builds societal readiness for bigger and bigger initiatives.

- There are credible reports that women tend to be harassed by men: for instance when they get money from group activities; when they spend “too much time with the group”. The men too should therefore be encouraged to get involved in group activities, for instance by way of forming their own groups or by knowing more about the activities of their spouses so that they are more supportive or at least accommodative. This approach worked well with Community Action Programme in Okoro County in the 1997-8.
- Ways should also be found to encourage more people to join groups in the most populous County, Okoro. This is because development is a function of people and action, thus without an “affirmative action” Okoro may lag behind the other counties in the district.

## 5.2 Year of formation

The year when the groups were formed was explored in this survey. A three-grouped cluster revealed that while 10.7% of the groups were formed before 1990, 18.1% were formed between 1990 and 1995. The remaining 71.2% were formed after 1995 as shown below.

**Table 3: Year of Group Formation**

Year of formation	Frequency	Percent	Cumulative Percent
Pre-1990	43	10.7	10.7
1990-5	73	18.1	28.8
1996- to date	287	71.2	100.0
Total	403	100.0	

There is a possible reason for the accelerated increase in the number of new groups after 1995. Post 1995 was the period when the belief that being in groups increased

the likelihood of being funded by donors took root in Nebbi district. Poverty Alleviation Programme (PAP), European Development Fund-Micro projects Programme (EDF), The Dutch-funded Community Action Programme (CAP) and its sister programme Women Empowerment Programme (WEP) and NGOs all emphasized working with groups, especially women groups. Quite a few did obtain support, but many did not. Nonetheless, whether the genesis of groups is homegrown or externally inspired, the increased interest in groups should be utilized and channeled for self-reliant and sustainable development. However, opportunistic tendency is counterproductive and negates the cultivation of self-reliant spirit in the people. Development should originate from within the people and not base on dependency.

### **5.3 *Type of Organization***

Of the main nature of groups, 63.5% of the groups were non-profit making. Even the majority of the remaining 36.5 percent who had profit as their motive for existence at the time of the survey were not operating business ventures. They have inclined on philanthropy and voluntarism among their most important objectives. Many actually looked at the income they were generating for distribution to members as profit making as opposed to the concept of surplus the more informed non-profit makers had.

Thus for practical purposes the majority of groups could be considered as non-profit making. They are therefore amenable to being mobilized for participation in development interventions.

### **5.4 *Presence of the Group's Constitution***

The constitution is the legal instrument the group uses to guide its activities as well as to deal fairly with members, for instance when it comes to arbitration and exit of members from the group. Even though the presence of the constitution *per se* is not a

guarantee of good governance and management, at least it is a good foundation. Its absence on the other hand does not augur well for the sustainability of the group. For instance if a member misappropriated the group's assets, the members would not have any legal basis upon which to get redress.

In this study, only 37.7% of the groups had constitutions. Whether the constitutions were understood and shared by all members was however another issue. Many constitutions were made simply because the Community Development department required it. And often it was made by hired people and not by the members.

**Table 4: A Cross tabulation of Availability of a Constitution by Year of Formation**

			Year of Formation			Total
			Pre-1990	1990 - 1995	1996 -2001	
Availability of a Constitution	Yes	Count	21	28	103	152
		% of Total	5.2%	6.9%	25.6%	37.7%
Total	No	Count	43	73	287	403
		% of Total	10.7%	18.1%	71.2%	100.0%

Chi-Square = 2.6 df=2 Significance =0.261

### 5.5 Registration with Government

Registration represents an important stage in a group's development. It is a stage when the group is reaching out to the outside world for purposes of networking, access to external resources, etc. Under the current political climate whereby local governments are required to work with, and through civil society organisations, registration with government becomes essential.

In this study only 40.4% of the groups were registered with institutions of government, especially the District Community Development office. Thus officially the district local government was not aware of 59.6% of groups in the district.

Lack of assets, especially cash is said to be a major reason for non-registration. A cross tabulation was also done to find out if registration was dependent on the quantity of assets a group had. The results showed that more groups (59 or 14.7%) with no assets were not registered compared to only 19 (4.7%) of the groups with assets who were not registered. On the other hand more groups (51 or 9%) with assets over 2 Million were registered compared to only 36 (3.7%) of those that had assets over 2 Million that were not registered. This showed that registration is dependent on the quantity of assets a group has. This result was highly significant (Chi value =4; df=4; significance= 0.000).

**Table 5: Cross tabulation of Registration status and values of assets now**

		Value of assets (Ug. Sh.) during survey					Total
		0	1-250,000	250,000-500,000	500,000-2,000,000	Over 2,000,000	
Registration status of groups	No	59	103	30	32	15	239
		14.7%	25.7%	7.5%	8.0%	3.7%	59.6%
	Yes	19	39	23	45	36	162
		4.7%	9.7%	5.7%	11.2%	9.0%	40.4%
Total		78	142	53	77	51	401
		19.5%	35.4%	13.2%	19.2%	12.7%	100.0%

The results showed that more groups (59 or 14.7%) with no assets were not registered compared to only 19 (4.7%) of the groups with assets who were not registered. On the other hand more groups (51 or 9%) with assets over 2 Million were registered compared to only 36 (3.7%) of those that had assets over 2 Million that were not registered. This showed that registration is dependent on the quantity of assets a group has. This result was highly significant (Chi value =4; df=4; significance= 0.000).

Thus the majority of groups that have little or no assets have a high possibility of not being known to government and are therefore more likely to be left out of any

development equation generated by government and so risk being consigned to oblivion.

**Table 6: Cross tabulation of registration by year of formation**

			Year of Formation			Total
			Pre-1990	1990-95	1996 to date	
Registration	No	Count	19	34	187	240
		% of Total	4.7%	8.4%	46.4%	59.6%
	Yes	Count	24	39	100	163
		% of Total	6.0%	9.7%	24.8%	40.4%
Total		Count	43	73	287	403
		% of Total	10.7%	18.1%	71.2%	100.0%

Chi-Square = 13.1, df = 2, significance = 0.001

## 5.6 Value of assets groups at birth

It is common for groups to get formed with only the resolve of the members as the primary asset. But with time the assets of the groups increase. Assets are one good indicators of the growth and development of the groups.

In this study, the numbers of groups that did have assets at start declined from 129 (33.5%) to 78 (19.5%) at the time of the study. Concomitantly the proportion of groups that started with some assets at least rose over the years. Even the value of their assets rose over the years.

For instance:

- 129 groups did not have assets at time of formation but at the time of survey, only 78 groups did not have any assets.
- At the time of formation, only 30 groups had assets over 2 million, but at the time of survey, 51 groups had assets over 2 million.<sup>9</sup>

<sup>9</sup> It should be noted that the valuation of asset worth was dependent on the groups price tag depending on their area. For instance, the value of 1 acre of land in Okoro was not the same as that in Jonam.

- The average value of assets per group at the time of formation was about Sh 1,400,000. At the time of study it was Sh 3,100,000 showing that the assets of the groups more than doubled over the years. Indeed an ANOVA test indicated that there was a highly significant difference in the means of assets at formation and assets at the time of study (F value 248, significance 0.000). Thus the groups were showing definite indications of growth.

The numbers of groups with no assets at start declined from 129 (33.5%) to 78 (19.5%) at the time of the study. Concomitantly the proportion of groups with assets rose for all values as shown in the table below.

**Table 7: Value of assets at birth of group and at time of study**

Value assets of group in Ug. Sh	At formation		Time of survey	
	Number	%	Number	%
Nil	129	33.5	78	19.5
1-250,000	154	40.0	142	35.4
250,000-500,000	31	8.1	53	13.2
500,000-2,000,000	41	10.6	77	19.2
Over 2,000,000	30	7.8	51	12.7
Total	385	100.0	401	100.0

The average value of assets per group at the time of formation was about Sh 1,400,000. At the time of study, it was Sh 3,100,000. All these would indicate that, as one would expect, that the assets of the groups grew with years. Indeed an ANOVA test indicated that there was a highly significant difference in the average of assets at formation and assets at the time of study (F value 248, significance 0.000).

### 5.7 Regularity of meetings

This study also looked at how regular groups held meetings. 82.1% of the groups stated that they held meetings regularly on a weekly and bi-weekly basis. But *regular*

implies fixed intervals yet in most of the groups the truth was that meetings were in most cases not planned they were rather held as and when the need arises. The important thing here is that most groups meet as and when desired by members.

The constitution for groups with it has as a requirement regular meeting. A crosstabulation was thus done to ascertain whether the groups followed this requirement. The result in table 10 shows that 23 groups out of 152 never held meetings as required by the constitution. A majority of the groups however adhere to their constitution and held regular meetings.

**Table 8: Cross tabulation of record keeping and availability of a constitution**

		Constitution		Total
		Yes	No	
Regular meet.	No	Count	23	72
		% of Total	5.7%	17.9%
	Yes	Count	129	331
		% of Total	32.0%	82.1%
Total		Count	152	403
		% of Total	37.7%	100.0%

Chi-Square = 1.2, df = 1, Asymp. Sig. (2-sided) = 0.3

### 5.8 Records Management

Availability of records (minutes of meetings, books of accounts, assets, etc.) was another pertinent area of this study. 81.6% of the groups did not keep good records of finances, assets and activities such as meetings. There were several members who did know the type of records their leaders kept, or even how much cash their Treasurers had even for groups with records. Quite often there is little or no cash at all to start with. Illiteracy also plays a part in the failure by the leaders to institute good records system and the members to demand for clear record, reports and accountability. A further critical look at those groups with records kept still shows

that they did not have annual plans, and budget recorded. Development of groups is a function of the caliber of records kept as it affects accountability and transparency therein. The keeping of proper records is therefore a must for all groups.

It would have been expected that the older the group, the more the likelihood of keeping good records but this was not the case here. Old and young groups alike did not keep records as the results from the cross tabulation below shows.

**Table 9: Cross tabulation of records keeping and year formed**

Records keeping		Year the group was formed			Total
		Pre- 1990	1991-5	1996-	
No	Count	8	18	48	74
	% of Total	2.0%	4.5%	11.9%	18.4%
Yes	Count	35	55	239	329
	% of Total	8.7%	13.6%	59.3%	81.6%
Total	Count	43	73	287	403
	% of Total	10.7%	18.1%	71.2%	100.0%

The results show that even though registered groups were greater than those not registered over the years, the number of registered as well as unregistered groups rose over the years. This showed that registration of the groups were determined by other factors other than age of the group. The Chi test (Chi=2.4, df= 2, sig.=0.3) confirms this conclusion.

The results above showed that 8.7% of the oldest groups kept records compared to only 2% that did not. 59.3% kept records compared to 11.9% that did not keep records within the youngest category of groups. Thus the proportion of groups that kept records and those that did not, all rose. A cross tabulation result (Chi=2.4, df= 2, sig.=0.3) confirms that that indeed age of the group did not have any significant influence of whether or not a group kept good record.

On the other hand the keeping of records was found to have a significant influence on the assets a groups had. Thus all groups should ideally be encouraged to have good records if they are to grow.

**Table 10: Whether assets value influenced keeping of records**

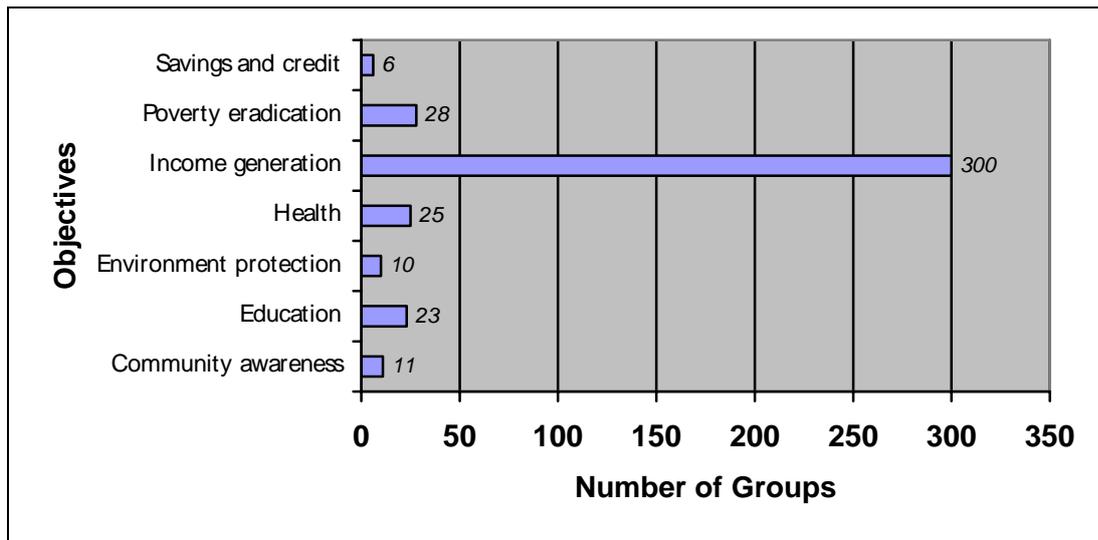
		Whether group Keeps records		Total
		No	Yes	
Asset at Time of Study	Nil	25 6.2%	53 13.2%	78 19.5%
	1- 250,000	26 6.5%	116 28.9%	142 35.4%
	250,000-500,000	11 2.7%	42 10.5%	53 13.2%
	500,000-2,000,000	9 2.2%	68 17.0%	77 19.2%
	Over 2,000,000	3 .7%	48 12.0%	51 12.7%
Total		74 18.5%	327 81.5%	401 100.0%

Chi value= 17; df=4; sig=0.02

### 5.9 The Primary Objectives of groups

The primary objectives of the groups were summarized under seven headings. These are shown in figure 3 below.

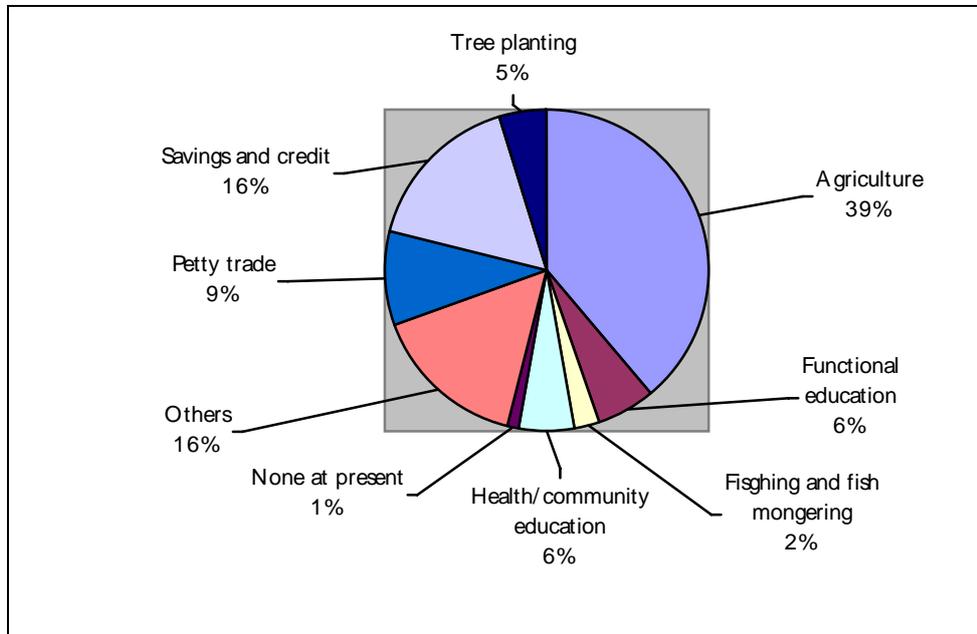
**Figure 3: Primary Objectives of Groups**



Income Generation dominated the prime objectives advanced by the group. Even though Income Generation, Poverty Eradication, Savings and Credit all seemed similar in the way the groups explained them, the specificity with which they were mentioned warranted such separation. Thus even if all the above objectives can be explained as contributing to poverty eradication, the primary focus on income generation underscores what groups are basically occupied with and in any development endeavors, people’s choices should be respected.

### 5.10 Priority activities

**Figure 4: Primary Activities of Groups**



The predominant activity is Agriculture (39.0%) followed by Savings and Credit (16.4%). "Other Activities" compose a vast array of activities including cottage industry, brick making, quarrying, funeral activities, drama, hire of labour for cash, among others. Four groups were honest enough to state that they did not have any activity at the time of survey. There were others who enumerated several activities but could not produce any records or concrete evidence. Thus development stakeholders should beware that stating an activity may be one thing but the on the ground the reality may be different

These are activities they are engaged in without the priming influence of donors, thus these activities can be taken to be a fair reflection of their aspirations. These could be good starting point the mobilization of people for self-reliant development. Besides, this indicated that the groups were still preoccupied with survival and growth. This is understandable given that the average value assets of groups were just 3.1 Million shillings mostly in form of land.

### 5.11 *Intended Beneficiaries*

At the time of formation, groups had certain categories of people they intended to benefit from their activities. Almost all the groups (98.8%) serve either members only, members and their families or members and the wider community. The term community was used synonymously with the people beyond the village where the groups were located. Only 1.2% served special interest groups, for instance, AIDS awareness for schools. This indicated that the groups were still preoccupied with their growth and development. This is understandable given that most of the groups are still young and that their average value assets of groups were just 3.1 Million shillings mostly in form of land.

**Table 11: Intended beneficiaries of groups' activities**

	Groups	%
Members and Community	163	40.4
Members only	157	39.0
Members and their Families	78	19.4
Special Interest Groups	5	1.2
Total	403	100.0

### 5.12 *Primary Constraints*

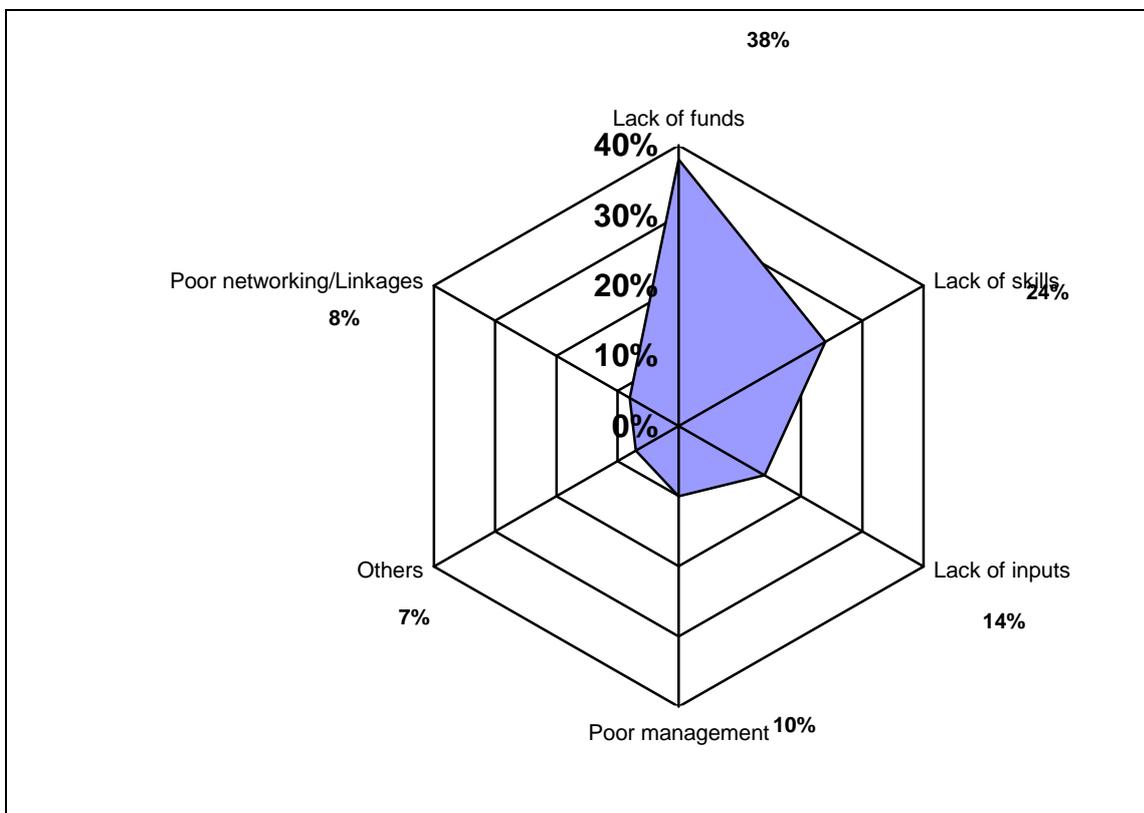
Groups were requested to enumerate the constraints that were affecting their operations and point out one that was the most critical. The results are shown in figure 5.

Lack of funds featured as the most important constraints the groups faced (37.5%) followed by lack of practical skills (23.8%) and lack of inputs (13.9%). The three constraints were together mentioned 75% of the time. Other less prominent but non-

the less significant constraints were poor management (10%) and poor network and linkages with external resources.

But in essence all these constraints should be addressed as the success or failure of interventions can be determined by the “weakest link in the chain” of interdependent factors

**Figure 5: Primary constraints to groups’ operations**



**5.13 The Type of external support required by the groups**

The type of support the groups thought they required to enable them grow and develop were as tabulated below:

**Table 12: Groups suggested solution to their problems**

Nature of External support	Number	%
Training	172	42.7
Funds	168	41.7
Others	31	7.7
Inputs	25	6.2
Linkage	7	1.7
Total	403	100.0

Training was the most mentioned support the groups required followed closely by actual cash (42.7% and 41.7% respectively) even though the need for cash was the mentioned most as shown earlier on. This reflected the changing perception of the groups regarding the importance of skills and knowledge as more sustainable enduring factors in development. However, if inputs are also construed to come from cash then one would come up with the conclusion that the groups are still looking outwards for material and financial assistance instead of seeking for the skills needed for self-reliant activities. Thus, future development interventions should factor in the need to build the desire of people for skills and knowledge that can support efforts towards self-sustenance rather than focusing primarily on external financing that would not be sustainable.

#### **5.14. Linkage of groups to other development actors**

In attempting to explore whether the groups have had contact with other development actors in their areas 62% reported contacting government (and government supported programmes) and NGOs especially for training. Some have made contacts for funding support. However, half of the groups with contact have had no contacts. This can be in part due to their age, poor networking, linkages, and above all the lack of being known and felt in their community.

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Ext. support	Frequency	Percent
No	153	38.0
Yes	250	62.0
Total	417	100.0

## **Recommendation**

- At the policy level, there is need for a regular update of the inventory after a favorable time span (say 2 years). The results should be disseminated to the parish levels where current local government planning structure stops.
- The department of community development needs to reinforce education and awareness creation for communities during their mobilization on the access to registration vents and the rules and procedures, the importance of group/collective actions. Groups should be encouraged to have constitutions that are understood and respected by all members and should be an instrument of arbitration in times of misunderstanding.
- There is need for linkages to be built between and with the CBOs by government, donors, and NGOs operational in the district. This will prepare development partnership. Current attempts by government have been on co-participation of the CBOs in government programme implementation while the donors have supported felt resource-gaps of CBOs. This needs to be revisited such that support targets felt 'needs-outcomes'. On the other hand co-participation should build on ownership.
- From the above, and given the fact that this inventory only covered critical issues with minimal probing and expanded opinion sharing, there is need for a critical capacity assessment of the groups if they are to be built into competent, effective and efficient vehicles for development. This assessment should provide for a

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comprehensive 'CBO specific' analysis of their situations - a capacity self-assessment guided by a competent actor(s).

- Current CBO layout shows a favorable ground for the promotion of equity in development. Enhancing women groups, encouraging men to join or form groups and building a mutual synergy between the two sets a foundation for equitable actions (decision making, implementation, M&E) that can then be replicated even at household levels.
- Asset variability between groups due to age and major activities presents a need for re-thinking the question of sustainability and self-reliance by the groups. CBOs efforts should be complemented to help them realize the need for an inward 'do-it-yourself' mentality an only looking at donors and government support as supplements to their desired struggles. Engaging in profitable IGAs provide an ideal situation but should be what they have skills, knowledge and commitment to.
- **Future Studies**

As a pioneering study in the district, this survey calls for:

- ❖ A regular update of the data possibly with expansion to cover a wider aspect of group dynamics.
- ❖ Assessment of what capacities do these groups have for self-reliant development and how can these capacities be harnessed and enhanced?
- ❖ Assessing how profitable are the groups' income generating activities and how can they be supported?
- ❖ A further exploration of why are the groups continuing to use "antiquated" production techniques? Or if they are not antiquated as such, but simply indigenous technical knowledge, how can the two systems be married for the maximum benefit of the groups? This is based on the fact that most of the activities the groups are involved in are agro-based.
- ❖ A clearer triangulative analysis of the boasting rotational savings and credit activity side by on-going NGO and government microfinance activities. This

should further understudy how the groups are operating their group-based loaning schemes: its efficiency, effectiveness, economy and equity principles and how the gaps thereto can be reduced.

We hope development stakeholders will find this survey result useful and build upon it to tackle some of the issues that need actions or further inquiry.

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**Annex 1 Inventory of Community Based Organisations (CBOs) and Local Non-Governmental Organisations (NGOs) in Nebbi District, Uganda.**

*(Developed for use by AFARD (Agency for Accelerated Regional Development))*

**A: At the Time of Formation**

- 1) Name of the Community Based Organization
- 2) Location (Village/Parish/Sub County/County)
- 3) Address: Physical, Phone, Postal
- 4) Name of Contact person
- 5) Type of Organization (Profit motivated; Non-for-profit; etc.)
- 6) Year of Formation (Month/Year)
- 7) Number of members when formed (Males/Females)
- 8) Gender composition of the executives when formed
- 9) Objectives and activities at the time of formation
- 10) Value of assets during formation

**B: Current Situation**

- 1) Name of organization (if different from above)
- 2) Registration Status (Yes/No). If yes, with which entity is it registered?
- 3) Leadership structure and composition by gender
- 4) Total membership by gender (explain why more, same or less than at start)
- 5) Total value of assets now.
- 6) Presence of organizational constitution (yes/no)
- 7) Presence of a clear organizational vision and objectives
- 8) Target beneficiaries
- 9) Activities to-date (state source and extent of external support if any; achievements and impact)
- 10) Regularity of meetings.
- 11) Presence of minutes of meetings and whether well maintained
- 12) Presence of detailed annual plans, Financial records and reports
- 13) Other sources of income
- 14) Mechanisms for conflict resolution
- 15) Mechanisms for leadership change
- 16) Details of your current activities and plans for the immediate future
- 17) What are the constraints faced by your organization (rank if possible the 1<sup>st</sup> 3)
- 18) Has the group made contact with other agencies? (State reasons, e.g. technical support; funds; training; information)
- 19) Are you aware of other development stakeholders from whom you can get assistance?
- 20) Are you aware of other groups involved in the same activities as your group?
- 21) What assistance does your organization need now in order for it to stand on its own?

**Information collected by** \_\_\_\_\_

**In the presence of** \_\_\_\_\_ **Title** \_\_\_\_\_

**Date** \_\_\_\_\_

NB: All CBOs and local NGOs will be approached for the above information and given feedback.

**Annex 2: Summary of Selected Findings of the Survey of Community Based Organizations and Local NGOs in Nebbi District, March-June 2001**

Parameter	Number	Percent	Comment
<b>1. Distribution by Sub-County</b>			
Jonam	139	29.8	The least populated County, Jonam, had the highest number of groups by proportion, followed by Padyere and lastly the most populated Okoro County
Padyere	144	34.5	
Okoro	120	35.7	
<b>2. Registration with Relevant government authority</b>			
No	240	59.6	Most of the groups are not registered and they operate basing on mutual recognition and understanding.
Yes	163	40.4	
<b>3. Presence of a constitution</b>			
No	251	6.3	Very few members know and apply the contents of the constitution (for those that have).
Yes	152	37.7	
<b>4. Whether meetings are held regularly</b>			
No	72	17.9	But time not respected and attendances are generally not high
Yes	331	82.1	
<b>5. Whether proper records are kept</b>			
No	74	18.4	Many groups did not have records at all. Of those who have them, few keep good records
Yes	329	81.6	
<b>6. Age of the group</b>			
Pre-1990	43	10.7	Post 1995 is a period associated with a proliferation loaning and poverty alleviation grant institutions
1991-95	73	18.1	
1996 to date	287	71.2	
<b>7a. Total value of assets at the start of the group</b>			
No asset	129	33.5	The most over-valued asset is land. For instance if the value of land is not considered, most groups would have assets less than Ushs 2 million
Less than Ushs 2 million (US \$ 1100)	244	58.7	
More than Ushs 2 million	30	7.8	
<b>7b. Total value of assets at time of survey</b>			
No asset	78	19.5	The most over-valued asset is land. For instance if the value of land is not considered, most groups would have assets less than Ushs 2 million
Less than Ushs 2 million (US \$ 1100)	271	67.8	
More than Ushs 2 million	51	12.7	
<b>8. Membership of groups</b>			
Groups with men only	30	7.4	Although there are more women than men in groups, this tallies with the total population composition and it is one of the manifestation of the need for gender equality.
Groups with women only	125	31.0	
Mixed groups	248	61.6	
Average number of men per group	16		
Average number of women per group	21		

<b>9. Intended Beneficiaries</b>			
Members only	163	40.4	In almost all groups, the members are yet to reap any substantial benefits. For instance very few income generating groups have so far shared any proceeds from their activities
Members and their families	78	19.4	
Members and the wider communities	157	39.0	
Special interest groups such as orphans, youth	5	1.2	

<b>10. Original objectives at formation</b>			
Community welfare	11	2.7	
Education	23	5.7	
Environment protection	10	2.5	
Health	25	6.2	
Income generation	300	74.4	
Poverty eradication	28	6.9	
Savings and credit	6	1.5	
<b>11. Current activities</b>			
Agriculture	157	39.0	Many groups have shifted away from the original thematic areas they were formed to address. For instance originally 6 groups wanted savings and credit, but now 70 are involved
FAL	23	5.2	
Fishing and Fish Mongering	10	2.5	
Health/Community education	23	5.2	
None at present	4	1.0	
Others	63	15.6	
Petty Trade	38	9.4	
Savings and Credit	66	16.4	
Tree Planting	19	4.7	
<b>12. Most critical operational constraint</b>			
Inadequate Funds	151	37.5	Only "most critical constraint" is presented here. Otherwise groups that did not mention it as prime constraint certainly did so as second or third most limiting constraint. Behind all this is the donor-aid mentality
Lack of Inputs	56	13.9	
Inadequate practical skills	96	23.8	
Inadequate management skills	33	8.2	
Poor Networking/Linkages to the external	39	9.7	
Others	28	6.9	
<b>13. Assistance the groups need</b>			
Training	172	42.7	The need for skills (organisational and practical) to enhance the mindset and operational success is of paramount importance in the groups. The needs for funds is cognizant of the hitherto donor support to group/community identified projects such as a water source.
Funds	168	41.7	
Inputs	25	6.2	
Linkage	7	1.7	
Others	31	7.7	

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<b>14. Contact with external actors</b>			
No	153	38.0	
Yes	250	62.0	

*Annex 3: List of Selected Indices for CBOs by Parish, Nebbi District, March-June 2001*