

## **Application format D – Personnel assistance (Budget agreed between DPOD and applying DPO)**

### **March 2012**

This format is for organisations who want to apply to post a capacity builder, an external consultant, a volunteer or a liaison officer representing DPOD.

Please note that persons with disabilities from partner organisations in the South can apply for attending the Global Line course at Egmont Højskolen. You can read more about the Global Line and how to apply at DPODs website [www.disability.dk](http://www.disability.dk).

This format has two parts which must be filled out:

#### **Cover page with basic information**

Applicant, partner(s), synthesis, title, amount applied for, contact information, etc.

#### **Application text**

This part describes the development project applied for, and presents the reasoning and analysis you and your partner(s) have made to define the objectives, outputs, activities, budget etc., which make up the project.

### **Instructions**

A comprehensive guide explaining the requirements and methodologies of the application format can be found on the DPOD website ([www.disability.dk](http://www.disability.dk)). The guide comprises explanations of the purpose of the different elements and methodologies in the application form. Furthermore, DPOD offers different types of counselling and technical support in relation to the formulation of an application.

The final application including all annexes must be submitted electronically (Word or PDF format) to: [abj@handicap.dk](mailto:abj@handicap.dk), the Administrative Officer of the Development Department.

### **The DPOD member organisation wishes to apply for funding of:**

- |                                     |                                |
|-------------------------------------|--------------------------------|
| <input type="checkbox"/>            | Capacity builder               |
| <input checked="" type="checkbox"/> | External short-term consultant |
| <input type="checkbox"/>            | Volunteer                      |
| <input type="checkbox"/>            | Liaison officer                |

## 1. Cover Page

### Application Format D – Personnel assistance

<b>Project title:</b>	Development Worker (DW) for joint training in organizational development
<b>Applicant organisation and contact person:</b> <i>(Full name and abbreviation)</i>	Dansk Handicap Forbund (DHF); Sven Garn Hansen (contact person DHF). DHF will be responsible for the project. The project will be implemented in cooperation with two other Danish organisations:  The Danish Brain Injury Association (DBIA) and the Danish Sports Organisation of the Disabled (DSOD)
<b>Partner/host organisation(s) and contact persons(s):</b> <i>(Full name and abbreviation)</i>	Uganda National Action on Physical disability (UNAPD) contact person William Kiyingi.  Brain Injury Support Organization of Uganda (BISOU). Contact Person is Basoita Godfrey  Spinal Injury Association (SIA). Contact person is Angela Balaba)
<b>Country(ies) and GNI:</b> <i>(Use the World Bank values)</i>	Uganda GNI=510 USD
<b>Expected start date:</b> <i>(Month &amp; year)</i>	December 2012
<b>Expected end date:</b> <i>(Month &amp; year)</i>	September 2013
<b>Postal address:</b> <i>(Formal contact information)</i>	BISOU: P.O Box 2163 Kampala. Mawanda RD - Masanyalaze Stage.  SIA: Contact person Angela Balaba. Adress: P.O Box 8567 Kampala, Uganda  UNAPD: P.O Box 959, Namasole Road Kanyanya off Gayaza Rd plot 459, Kampala, Uganda
<b>Email address:</b> <i>(Main email for contact person)</i>	Basoita Godfrey (BISOU): <a href="mailto:basoitagodfrey@yahoo.co.uk">basoitagodfrey@yahoo.co.uk</a> Angela Balaba (SIA): <a href="mailto:bangelat@yahoo.com">bangelat@yahoo.com</a> William Kiyingi (UNAPD): <a href="mailto:williamkiyingi@gmail.com">williamkiyingi@gmail.com</a> , <a href="mailto:kiyingi.georgewilliam@unapd.org">kiyingi.georgewilliam@unapd.org</a>
<b>Phone number(s):</b> <i>(Both office and mobile numbers)</i>	Sven Gårn Hansen: 39293555 (office) 24980588 (mobile) Basoita Godfrey (BISOU): +256-712-346017 (Mobile) Angela Balaba (SIA): 0312-284713/256-77-480007 William Kiyingi (UNAPD): +256-772-244-7503
<b>Fax number:</b> <i>(If relevant)</i>	

<b>Website address:</b> <i>(All partner websites, if applicable)</i>	danskhandicapforbund.dk <a href="http://www.hjerneskadeforeningen.dk">www.hjerneskadeforeningen.dk</a> <a href="http://www.unapd.org">www.unapd.org</a> <a href="http://www.bisou.org">www.bisou.org</a>
<b>Project:</b>	A Danish short term DW will facilitate the development and testing of training materials in Organizational Development to support capacity building activities of the three Uganda partners: UNAPD is currently running a CISU financed project (10-865-SP-sep). SIA has just completed a DPOD financed project (MP-229) and DHF will soon apply for another. BISOU are currently implementing a DH financed project (MP-259).
<b>Overall aim of the project:</b>	UNAPD, SIA and BISOU unite to develop and test a systematic, collaborative and cost effective approach to OD training of members, local and national leaders.  All 3 organizations are currently in a process where a lot of resources are used on training of members and board members on both local and national level. Training is included as a key activity in all the mentioned projects and it will also be the case in the future.

## 2. Application Text

### A. The applying organisation

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#### A.1. The applying organisation

##### A.1.1. Who will the person in question refer to? Who will be responsible for supervision?

Sven Garn Hansen will be responsible for the project, including the supervision of the DW. Michael N. Larsen will support Sven and give input when needed.

##### A.1.2. Has a person already been identified for the post? If yes, whom and why?

DHF has identified Bente Kloppenborg as our proposed candidate for DW. Bente Kloppenborg teaches on the Global Line at the Egmont Folk High School in Denmark. She has extensive experience in teaching, training and capacity building of people with disability from all over the world, has worked with DPOs in Central America and has worked/lived in Zanzibar and Ghana for short periods (1 and 3 months). Her strong background in Danish civil society, the folk high school tradition of education and democracy, and the Danish disability movement fits our desired profile of a person who can apply the "value added" of the Danish popular and democratic movements to a development context in a creative and grounded way.

#### A.2. The potential host organisation

##### A.2.1. Are there particular conditions to be considered?

*(With regard to placing a person in this organisation/country, e.g. working permit, permission from NGO Board etc.)*

It is our plan that the DW will stay in Uganda two times, not more than 6 weeks at a time. Therefore an ordinary multi entry tourist visa will be sufficient. The DW will need a place to live and a travel insurance. We expect that the cheapest transport solution around Kampala will be an ordinary taxi. Outside Kampala the DW will use a rented car or UNAPD's car.

##### A.2.2. Describe the process.

*(Is any particular documentation from the person/Danish organisation needed in advance?)*

Outputs	Action	Time	Cost
<b>Preparation before arrival of DW:</b>			
Basic input for preparation training material is gathered	Each partner prepares a description of their existing training activities, materials and experiences, best practices and "not to dos".	2 months	DW 1 week
DW hired and prepared	Partners meet together to identify a short list of proposed training themes to be covered in the material. For example: The good leader. The good member. The good organization. The good local general assembly. The good local board. Administration. Member registry. Local fund raising. Etc.		
	Partners agree on ToR for DW and DHF identifies possible candidates for DW. A DW is contracted.		
	DW works one week in Denmark to prepare methods and program. DHF provides advice, input from its own training programs, and feedback.		

<b>DW in Uganda first stay:</b>			
Training themes chosen Partner experiences identified Methodology/scheme chosen Content outline prepared First draft of text prepared	DW helps partners to seek out and identify organizational structure, strengths, challenges and best practices among the three partners: <ul style="list-style-type: none"> <li>• Studying relevant documents</li> <li>• Visiting local groups, chapters and members</li> <li>• Interviewing members and trainers.</li> <li>• Facilitating a joint Board Meeting between the three partners to select themes and methodology for the material.</li> </ul>	1 week	DW 4 weeks. Travel/lodging for DW.  Field trips. Meeting 10 board members.
Pilot test training implemented.	<ul style="list-style-type: none"> <li>• DW works with training officers to develop, outline and draft text of the material.</li> </ul>	2 weeks	
	<ul style="list-style-type: none"> <li>• DW prepares a draft version of a portion of the material.</li> <li>• DW facilitates a 2 day pilot training workshop using a part of the material with members of the 3 partners in a "typical" District, to test academic level, cultural signals, language and methodology.</li> <li>• DW and partners evaluate and share out writing tasks.</li> </ul>	1 week	2 day workshop in a district, 30 participants.
<b>DW in Denmark:</b>			
Test draft prepared	<ul style="list-style-type: none"> <li>• Partners analyse and contribute to draft.</li> <li>• DW prepares final text on cooperation with training officers (communicating by mail)</li> </ul>	2 months	DW 1 week
<b>DW in Uganda second stay</b>			
Partners trained in using material Material tested and evaluated in the field, Text revised. Trainers Guide prepared.	<ul style="list-style-type: none"> <li>• DW facilitates a joint Training of Trainers workshop among the 3 partners.</li> <li>• Partners carry out test training in 6 districts. DW participates to look and listen.</li> <li>• DW facilitates a lessons learned workshop.</li> <li>• DW edits materials and prepares Trainers Guide</li> </ul>	4 weeks	DW 4 weeks. Travel/lodging for DW. 3 day workshop 20 part. 6 half -day trainings in districts.

### **A.3. Organisational assessment of the potential host organisation**

#### **A.3.1. When was the organisation founded?**

Brain Injury Support Organization of Uganda (BISOU) is an organization (association) of persons with acquired brain injury in Uganda; registered and operating as a Non-governmental organization under no. S. 5914/9353. BISOU started its operations in March 2011.

The Spinal Injuries Association (SIA) is a non partisan disabled peoples' organization which started in April, 2001. It is registered with the Non Governmental Organisation Board under no S.5914/5810. SIA's head office is in Kampala.

Uganda National Action on Physical Disability (UNAPD) is a non-governmental organization formed in 1998 to create a common voice in advocating for the rights, better service provision, and independent living among Persons with Physical Disabilities (PWPDs) in Uganda. It is registered with the Non Governmental Organization Board under no S. 5914/8278.

#### **A.3.2. What is the mission of the organisation?**

**UNAPD** is inspired by a Vision of 'A society where people with physical disabilities are accorded rights enjoyed by all citizens'. UNAPD sees its mission as being 'a leading action-oriented Disabled People's Organizations (DPO) dedicated to the removal of barriers in society, which prevent PWP from enjoying their full rights'.

**SIA:** Mission: 'To lobby and advocate for improved services and recognition of the rights of people with spinal injuries in Uganda.' Vision: 'Quality and independent life for spinal injured people.'

**BISOU:** The vision of BISOU is 'a society cognizant of the needs, challenges and rights of persons with acquired brain injury'. The mission of BISOU is 'to promote the wellbeing of persons with acquired brain injury, create awareness and encourage support'.

### A.3.3. Which programmes and activities does the organisation currently run?

**BISOU:** The only project BISOU is currently implementing is a project funded by DPOD; titled 'Development of BISOU (DOB)'. With the help of this project BISOU is currently involved in the following activities:

- Membership mobilization and registration
- Establishment of Self-help groups
- Training of staff in basics of book keeping (capacity building)
- Development of plan for financial sustainability
- Regular board meetings and General Meetings or Assemblies
- Regular communication with members (updates, etc) about BISOU affairs
- Radio / TV program and articles in news papers for publicity
- Development of strategic plan for BISOU
- Training members in livelihood activities
- Peer support activities
- Lobbying and advocacy
- Networking

**SIA** is to a high degree based on a staff working on voluntary basis. All the funds SIA has are dedicated to specific projects, restricted funds, so SIA has very limited funding for its own running. In 2012, SIA implemented the project "Support to SIA 's general assembly, review of constitution and strategic plan", funded by DPOD (MP 229).

For 2009 and 2010 SIA received 10,000 Euros from Abilis foundation, \$2500 from the National Union of Disabled persons of Uganda NUDIPU), A five acre piece of land valued at \$100,000, 40 Canadian Doctors who volunteer and fly in to perform surgery (this is in kind) valued at \$7000 (air tickets and visas). The coming year we hope to get from Disability Rights Fund \$20,000, NUWODU \$2500, NUDIPU \$2500, Canadian doctors (in kind) and from Joni and friends (40 wheelchairs) worth \$100,000

**UNAPD** is currently implementing the Membership Empowerment Project (MEP) and Accessible and Inclusive schools which aim at building the advocacy capacity of district associations and secretariat to be able to advocate for the rights of PWP in an efficient and effective way with a focus on schools and poverty alleviation but also strengthening systems & structures for better management & ownership. Specific activities include:

- Advocacy for accessibility especially in schools
- Mobilization of members to form groups / associations at district and sub-county levels.
- Capacity building of members to advocate for their rights at local levels.
- Raising awareness about physical disability, disability needs and challenges.
- Advocacy for inclusion in poverty alleviation programs.
- Networking and collaboration with other organizations to achieve a common goal.
- Provision of assistive devices
- Promotion of disability Sports as a tool for membership registration.
- Promotion of inclusive and accessible schools.
- Economic empowerment through Skills building.
- Formation of parent support group

### A.3.4. What is the structure of the organisation?

**BISOU:** Encourages and promotes her members' organization in groups called Self Help Groups (SHG). At the moment BISOU has 7 SHGs affiliated to it in Kampala (the capital city of Uganda) and 1 group in Kayunga District (up-country). Structurally one or more SHGs in a division (in case of Kampala) or in a District (upcountry) may form a branch.

The General Assembly (GA) of members is the top decision making organ in BISOU. This is held after every two years. The GA elects a 10 member Board of Directors who derives their powers from the GA and make policies and implements directives of the GA. The board appoints the secretariat staffs headed by the Executive Director. The Secretariat staffs are responsible for day to day running of the organization.

BISOU has an advisory body known as BISOU Advisory Committee constituted by mainly technical individuals (professionals) in the field of acquired brain injury. BISOU too has a patron in its structure who is supposed to be an individual of outstanding personality to help promote BISOU to government, donors and the community at large.

**SIA:** The Annual General Assembly is the supreme organ of SIA. This elects the executive committee of thirteen members which supervises and monitors activities. Seven are men and six are women. This in return appoints the secretariat which is headed by the Executive Director who oversees the day to day running of the organization.

The regions have their own executive committees which send lists of their delegates to the AGM. However the secretariat at times advises especially on certain cases due to costs like quadplegics who are overweight and need to come with two assistants. The rights of individual members to be present on the AGM as stated in the constitution is not fulfill since the constitution don't really reflect the financial realities in SIA and SIAs current structure with districts registered.

**UNAPD** is an umbrella organization of district associations, groups and individuals with physical disabilities (PWPDP). UNAPD has 40 registered member District Associations with over 3000 individual members, five specific groups of physical disabilities; Youth with Physical Disabilities; Women with Physical Disabilities; Persons with Rheumatism; Polio Survivors. These groups form voluntarily as advocacy groups then affiliate with UNAPD for a common voice. UNAPD works through these structures to reach out to the grass root individuals.

UNAPD has a board which is the policy making organ of the organization and a secretariat which is responsible for the day to day implementation and running of the organization. The General Assembly (*constituted by delegates from member district associations, Groups, Founder members and paid up individuals with physical disabilities*) is the supreme governing body responsible for formulating policy and safeguarding the organization's interests.

#### A.3.5. How many staff members does the organisation have? Specify their different positions.

UNAPD: The Secretariat is comprised of administrative and project staff attached to different projects. Currently, there are 13 staff members all together.

SIA's staff consist of 4 persons: Executive Director, Project coordinator, Accountant and Accounts Clerk. Due to SIA's financial situation has most staff been working on voluntary basis, but since 2011 SIA has received some funding for salaries from Disability Rights Fund.

BISOU: Has 3 full time staff and a volunteer who comes on average for 2 hours a day, 3 times a week. The volunteer is currently attending a capacity building course at Egmont. The staffs are constituted by: Executive Director, Programme Officer and Administrative Assistant.

#### A.3.6. Who will be the direct superior to the person recruited?

As part of the project a small working group will be formed, it will consist of two reps from each organization (director and Chairman). This group will elect a contact person who will be the direct superior to the DW. The partners will host the DW (provide desk and office facilities) by turns, so she gets to know the working climate of all three organizations. One organization will be chosen to provide accounting for the project. The accounts and receipts will be carried to Denmark by the DW and will be audited in Denmark.

#### A.3.7. Which organization(s) is the host organisation affiliated to / does the host organisation collaborate with?

The 3 organisations have limited experience in cooperation together, though there have been some attempts to cooperate between UNAPD and SIA. UNAPD and SIA are members of NUPIDU. BISOU is in the process of registering with NUDIPU.

BISOU has cooperates on a limited scale cooperating with some civil society organisations in Uganda; such as Reach out Wives of Soldiers' Association (ROWASA) and Kawempe Division Disabled Community (KDCC).

SIA is affiliated to the Eastern and Southern African Spinal Injuries Association. In Uganda, SIA collaborates with the National Union of Disabled Persons of Uganda, National Union of Women with disabilities of Uganda, Uganda National Action on Physical Disabilities, Legal Action for Persons with Disabilities-Uganda, Community Based Rehabilitation Alliance (COMBRA) to mention but a few. SIA also collaborates with Arrive Alive Uganda, Injury Control Centre, Ministry of Roads, Works and Transport, Ministry of Health and Ministry of Gender.

UNAPD collaborates with more than 20 national and international organizations, including Danish Handicap Forbund (DHF), International Republican Institute (IRI), Disability Rights Fund (DRF), Action on Disability and Development (ADD), FAHU Foundation Denmark, African Decade for Persons with Disabilities, Rehabilitation International, National Union of Disabled Persons of Uganda (NUDIPU), Uganda National NGO Forum, Development Network of Indigenous Voluntary Associations (DENIVA), Federation of Uganda Employers (FUE), National Union of Women with Disabilities of Uganda (NUWODU), Uganda Society for Disabled Children (USDC), Community Based Rehabilitation Alliance (COMBRA), Disability Stakeholders HIV/AIDS Committee (DSHAC), Care Uganda, World Health Organization, Mulago National Referral Hospital, Uganda Human Rights Commission, Water Aid.

#### A.3.8. Describe the relationship between the two partners

*(Is there an established collaboration, for how long time has the collaboration existed, what activities does your organisation support, etc.)*

DHF has been working together with UNAPD since 2002 and have together implemented a numbers of projects. DBIA has also implemented a project with UNAPD. DHF has been in contact with SIA the last 6-7 years but it is only in 2012 that joint project activities have started up. BISOU was formed in 2011 and the relationship between BISOU and DBIA has been on-going since.

## **A.4. Strategic considerations**

### **A.4.1. What needs of the organisation are the person supposed to address?**

UNAPD, SIA and BISOU face challenges when it comes to training of key members who are responsible for running of their organizations on both national and local plan. All 3 organizations have local structures responsible for local fundraising, advocacy and the day to day running of their organizations. For people to do that in a qualified way, basic organizational training is needed. Both UNAPD and SIA have in the past done a lot of OD training but the methodology has not been that systematic and there is a need for updated teaching material designed for the context in Uganda. Better training materials and training method will improve the overall quality of the training.

If the 3 organizations in the future have to reach out to all local structure, a cheap way of doing training is needed. This may include some cooperation between the 3 organizations when training is arranged.

### **A.4.2. What will be the main tasks of the person recruited?**

- Identify major training themes and a basic work plan from documents supplied by partners
- Identify best practices, challenges, strengths and weaknesses based on field work in Uganda, and propose a relevant training methodology and a synopsis for the training material.
- Hold a joint Board Meeting between the three partners to select themes and methodology for the material.
- Facilitate a workshop among partners to develop a basic draft outline of the training material.
- Work with training officers to develop, outline and draft text of the material.
- Facilitate a 2 day pilot training workshop using a part of the material with members of the 3 partners in a "typical" District, to test academic level, cultural signals, language and methodology.

### **A.4.3. What qualifications are required of the person?**

- Broad, hands on experience in OD training with Organizations of Disabled People in developing countries, preferably in Africa
- Analytical capacity
- Training experience.
- Wide spectrum participative training methodology toolkit
- Workshop planning and facilitation skills
- Writing, coaching and editing skills.

DHF has identified and interviewed Bente Kloppenborg (cv attached) as the indicated person. She is a teacher at the Egmont High School. She combines knowledge and commitment to the DPM with OD experience and ample hands on development experience, some of it in Africa. She also brings the specific Danish experiences in adult education to the table. Partners in Uganda agree that she fulfills the expected profile, and she has sought and got the necessary leave from her employer.

### **A.4.4. What main risks/barriers could threaten the success of posting a person to the organisation?**

The main problem we can see now is the cooperation between the 3 organisations; they have never been in a project together. It can also be a challenge to place the DW in one organisation and then expect that the other two organizations will feel ownership to the person and the process.

## **B. List of annexes**

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### **B.1. Mandatory annexes**

*B1.1. Annex 1: Detailed budget*

*B1.2 Annex 2: Terms of agreement*



**B.2. Additional annexes**

*B2.1 Annex 3: Job description*

*B2.2 Annex 4: INFO from partners to the DW on their training activities*

*B2.3 Annex 5: Registration certificates*

*B2.4 Annex 6: CV Bente Kloppenborg*