



CPAR UGANDA LTD

www.cparuganda.com

A not-for-profit Company Limited by Guarantee and is without share capital

COMPANY PROFILE

BACKGROUND

In 2008, as part of its indigenisation programme, the Canadian Physicians for Aid and Relief facilitated the transformation of its Uganda Country Office and Country Programme into an independent not-for-profit organisation. The members of the Country Advisory Committee of the Uganda Country Office and Country Programme of Canadian Physicians for Aid and Relief at the time transformed and became the Founder Members and Owners of CPAR Uganda Ltd.

The Founder Members and Owners of CPAR Uganda Ltd, therefore, are:

Name	Position	Profession (as at 18 th April 2017)
Prof. Dr. Christopher Garimoi Orach	Board Chair	Deputy Dean, School of Public Health, College of Health Sciences, Makerere University Kampala
Mr. Alex Bwangamoi Okello	Finance Committee Chair	Permanent Secretary, Directorate of Ethics and Integrity, Office of the President of the Republic of Uganda
Dr. Rita Laker-Ojok	Board Member	Chief of Party, USAID Feed the Future Uganda Agricultural Inputs Activity
Ms. Judy Adoko	General Assembly Member	Executive Director, the Land and Equity Movement of Uganda (LEMU)
Justice Mary Stella Arach-Amoko	General Assembly Member	Justice of the Supreme Court of the Republic of Uganda
Prof. Fred Opio Ekong (Deceased 2014)	Former Board Vice Chair	Former Vice Chancellor, All Nations University Lira

On 5th September 2008, Canadian Physicians for Aid and Relief, in accordance with the prevailing laws of the time, wrote to the Registrar of Companies informing of the new developments – closure of the Country office and Country Programme of Canadian Physicians for Aid and Relief and the birth of CPAR Uganda Ltd as an independent Ugandan not-for-profit organisation.

In the same letter of 5th September 2008, Canadian Physicians for Aid and Relief clearly granted CPAR the use of the “CPAR” name “on condition that it uses “CPAR Uganda Ltd” as its registered name.”

The founder members of CPAR Uganda Ltd (henceforth to be referred to as CPAR) continue to be among members of its General Assembly, which has grown to include new members as follows:

Name	Position	Profession (as at 18 th April 2017)
Hon. J. B. Okello	Board Member	Politician - Former Chairman, Dokolo District Local Government
Mr. Max Anyuru	Board Member	Social Sector Specialist Consultant, CIP Consult Uganda Ltd
Mr. Gizaw Shibru	General Assembly Member	Director of Operations for Africa, Farm Radio International
Mr. Johnson Engole	General Assembly Member	Retired Civil Servant and Active Progressive Farmer

LEGAL IDENTITY

On the 8th day of October 2008, CPAR was incorporated as a company limited by guarantee and without share capital and as a not-for-profit body. Certificate Number 102332 was issued to the organisation by the Registrar of Companies under the Companies ACT.

		102332
THE REPUBLIC OF UGANDA		
<h1>Certificate of Incorporation</h1>		
<small>(Under section 16(1) of the Companies Act)</small>		
I CERTIFY that CPAR UGANDA LIMITED BY GUARANTEE		
.....		
has this day been incorporated with Limited Liability.		
Dated at Kampala, this		8 TH
of OCTOBER the year		2008
		
ASST.	Registrar of Companies	

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VISION

CPAR's vision is to see that Ugandan rural men, women and children lead healthy and dignified lives during which their rights are respected and their basic needs are met.

MISSION

CPAR's mission, through training and mentoring, is to ensure that households in rural Uganda ably meet the basic needs of their members through enhanced livelihoods; access to health care, clean water, sufficient and nutritious food.

CPAR has a proven record of over 25 years, first as a Country Programme of Canadian Physicians for Aid and Relief and then as an independent Ugandan organisation. CPAR is contributing to improving the wellbeing of communities in Uganda through its programmes as follows:

PROGRAMMES

Preventative Health Care through Food, Nutrition and Environment Security

CPAR's work in the area of preventative health care (PHC) contributes to increased quantities, qualities and varieties of food crops that smallholder farmers produce at household level. For example, farmers who benefited from CPAR implemented interventions in 2013 attained harvest to sowing ratios as high as 1:6 for beans and 1:4 for groundnuts in Acholi; and 1:3 for groundnuts and for sorghum in Karamoja.

Through its PHC programmes, in 2013, CPAR reached over 120,000 ultimate beneficiaries (assuming an average household unit of seven persons) and over 17,000 direct beneficiaries, members of 573 farmer field school groups (FFS groups) located in 37 sub-counties in eight districts of Uganda – Agago, Lamwo, Nwoya, Pader, Alebtong, Dokolo, Oyam, Abim, Amudat and Nakapiripirit; of which at least 36 percent of the beneficiaries were youth, aged 18 – 35 years.

In 2014, five months after the activities of the five-year CPAR implemented Farmers First (FF) programme ended an independent journalist interviewed a farmer, Mrs. Jamila Eton, who had benefited from the FF programme. The journalist wrote a story which was published in the Daily Monitor under the section: *“Seeds of Gold”* and with the title: [“Dokolo farmer earning from sunflower, simsim.”](#) The journalist quotes Jamila as having said:

“Through CPAR, a local NGO, we were taught good farming methods. They showed us to grow sunflower in rows, with one seed per hole. In a season, I plant 15 kilogrammes on three acres. This costs me Ushs. 48,000. The last season was a successful one. I earned Ushs. 1.2 million. In addition to farming methods, CPAR has taught us to work together as a group and cut out the middlemen. I like working in groups because it is motivating and gives one the morale to work harder. One also gets to know other people, so he or she is not confined to himself or herself.”

During 2014 to 2015, CPAR underwent organisational restructuring. The ‘renewed’ CPAR is focused on operating within the paradigms of the change agent model and of the social enterprise model.

By operating within the two models, CPAR has few full-time paid staff and part-time paid intervention specific Associates. Currently, as of 18th April 2017, CPAR has five full-time paid members of staff (including support staff). CPAR Staff and Associates are expected to build the capacity of and work through part-time paid volunteer community agents of change or animators or facilitators in order to stimulate and nurture social enterprise among the communities it serves.

CPAR is piloting its change agent social enterprise model to promote human nutrition and climate sensitive agriculture around its properties, code-named: “Base Camps” – land and buildings - that are located in the districts of Lira, Oyam, Pader and Gulu.

The objectives being:

- Improved dietary diversity and nutrition of benefiting households - children, women and men.
- Environment regeneration and preservation.
- Developed and sustainable agricultural value chains of high value crops that benefit smallholder farmers.
- Improved income generation for the benefiting smallholder farmers.

CPAR is working to revive and improve the environment of its Base Camps through agro-forestry with a focus on fruit trees and woodlots of indigenous varieties. The plan is to share the acquired knowledge with benefiting smallholder farmers for free, but the seedlings will be sold to the smallholder farmers at a nominal fee, in order to nurture enterprise. The little fees paid by the benefitting smallholder farmers will be utilised to further manage and develop the enterprises for continued sustainability and demonstration of viability. Follow-up extension services will also be provided for free.

The first step of CPAR’s change agent social enterprise is to transform its Base Camps into demonstration and learning centres; which centres are crucial for training farmers in self-reliant participatory development – for income generation and for nutrition. The establishment of the demos is on-going and is being done in a manner in which the community is involved – working hand in hand with CPAR in order that all of the smallholder farmers who participate can also replicate the enterprises at their respective homes.

CPAR aspires to establish at its Base Camps demos on nutrition sensitive agricultural technologies and has plans to introduce demonstration drip irrigation, using water from rain water harvesting, similar to initiatives that His Excellency the President of Uganda is promoting on his Presidential Farm in Luwero, for example.

Using its Base Camps as epicentres, CPAR is developing and sustaining agricultural value chains for crops beginning right from seed selection to consumption and marketing – it has started with Hibiscus Sabdariffa Fruit and an assortment of indigenous vegetables.

CPAR is working with farmers in developing agricultural value chains by giving farmers start up seeds and knowledge throughout one farming season; and in the form of contract farming within the philosophy of social enterprise. The crop value chains that CPAR promotes are tested for economic value, nutritional value and cultural acceptability.

Approaches CPAR Uses for its PHC Programme

- **Working with Groups:** CPAR accesses smallholder farmers with knowledge of viable management of agricultural enterprises on condition that the participating farmers do so within systematic FFS (Farmer Field School) groups that CPAR organizes for training farmers.

CPAR's 'working-through-groups' approach also facilitates the enhancement of the social capital of participating smallholder farmers.

- **Promote the Culture of Saving:** In all its work with FFS groups CPAR promotes the culture of small group savings and loan schemes as a means through which farmers can mobilize economic capital and access loans.
- **Self-Reliant Participatory Development:** CPAR uses participatory approaches to facilitate the sharing of knowledge and skills amongst smallholder farmers and between farmers and 'skilled' personnel on issues such as post-harvest handling – preservation and storage of both food stocks and seed from which they can launch and grow businesses.
- **Targeting Youth:** CPAR believes in training youth on self-reliant participatory development methodologies so they can have a business oriented mind - buy their own farm implements and hire land-opening services as opposed to waiting for free donations.

The majority of Ugandan youth probably fall under the category of 'unskilled' labour. Their current knowledge levels across the food production value chain need to be enhanced. They need to acquaint themselves with and appreciate the indigenous knowledge systems. There is also a need for them to acquire 'new' knowledge – so-called 'best practice' that has proven to work elsewhere and may be useful in their setting as well.

- **Mentoring Tertiary Level Students on Placement:** For example, CPAR is working with the School of Public Health of the College of Health Sciences of Makerere University Kampala (MUK) for CPAR to host Masters Degree students for placements of eight weeks. The students will be hosted at CPAR's Base Camps where they will be mentored by CPAR while in return the students give back by freely sharing knowledge and skills with households of smallholder farmers around CPAR's Base Camps.

It is planned that CPAR will reach out also to All Nations University Lira and Gulu University so as to work out memoranda of understanding through which CPAR will similarly mentor students.

- **Ensuring Gender Equity:** For all its interventions CPAR pays particular attention to ensuring gender equity in participation and in some cases practices positive gender discrimination in favour of women in order to contribute to ameliorating Uganda's current overall gender imbalances in favour of men.

Policy Advocacy

In 2016, CPAR began its Policy Advocacy Programmes in which it functions as a Consulting Organisation for three thematic areas: agriculture, health and land.

Agriculture

The Open Society Initiative for Eastern Africa (OSIEA) contracted CPAR through its Managing Director, Ms. Norah Owaraga, a cultural anthropologist and the subject specialist, to conduct a study over a period of three months for the purpose of investigating *“the elusive nexus between the endogenous and the exogenous food systems within the context of Uganda’s agriculture.”* In the context of climate change, the overall goal of the study was to generate knowledge that will facilitate a deeper understanding of arguments that are related to food systems within Uganda’s agriculture. Specifically the study objectives were to:

- Highlight the conceptual inconsistencies which inform the design of agriculture programmes and policies for Uganda.
- Demonstrate the dominance of the ‘modernisation of agriculture’ school of thought, its attitude towards Uganda’s complex endogenous agriculture, and its implications on food security and the environment.
- Describe ways in which Uganda’s complex endogenous agriculture and food systems are resilient and relevant.

CPAR successfully conducted the study, doing field work in Kampala, Serere and Moroto; and a comprehensive literature review. The Agriculture Policy Report that resulted from the study has been accepted by OSIEA; of which the formal official launch workshop of the report is expected to be held in May 2017 in Kampala. Following its formal launch, CPAR will share the report on its website and will invite the public to electronically discuss the report through the CPAR website and CPAR social media sites so as to document grassroots views on the report. CPAR expects that the report will provoke and generate significant constructive debate which it plans to capture and use in the form of policy briefs that can be utilised for positively influencing agriculture policy development and implementation in Uganda.

Health Care Services

Since January 2016, CPAR is implementing a research on tuberculosis (TB) code-named: “Tuberculosis: Working to Empower Nations’ Diagnostic Efforts (TWENDE)” and it is doing so in a consortium with:

- School of Biomedical Sciences of the College of Health Sciences of MUK (Uganda)
- Kenya Medical Research Institute (Kenya)
- Kilimanjaro Research Institute (Tanzania)
- National Institute of Medical Research (NIMR) - Mbeya Medical Research Centre (Tanzania)
- East Africa Health Research Commission (EAHRC)
- University of St. Andrews (UK)

TWENDE received approval from the Uganda National Council for Science and Technology and the School of Biomedical Sciences Higher Degrees Research and Ethics Committee of the College of Health Sciences of MUK for the study to be conducted in Uganda.

Ms. Owaraga, the CPAR Managing Director, is the Social Scientist for TWENDE. She is the lead researcher in the collection and analysis of qualitative data for the study. In this capacity she is training and mentoring TWENDE Qualitative Data Investigators, personnel of the TWENDE Consortium Partner Organisations from the three study countries – Kenya, Tanzania and Uganda.

In Uganda, in addition, Ms. Owaraga is responsible for collecting TWENDE qualitative data through:

- Conducting 224 one-on-one interviews in 20 districts. The persons to be interviewed include Resident District Commissioners, District Chairpersons, Village Chairpersons, District Health Officers, Health Care Facility administrators, Health Personnel, TB patients and TB patient care givers. The 20 districts in which the one-on-one interviews shall be conducted are:

Buhweju	Kyenjonjo	Nakasongola	Tororo	Lira
Kabale	Rakai	Iganga	Soroti	Arua
Hoima	Kampala	Kamuli	Moroto	Moyo
Kasese	Mubende	Pallisa	Gulu	Nebbi

- Carrying out nine focus group discussions (FGDs - 25 persons each). The participants of the FGDs will include district politicians, health personnel, TB patients, TB patient care givers and other village residents. The FGDs will be conducted in nine districts - one in each district in the following districts:

Buhweju	Kampala	Soroti
Kasese	Kamuli	Lira
Rakai	Pallisa	Moyo

The nine districts in which the FGDs will be conducted are located in nine different regions of Uganda.

CPAR, in close collaboration with its fellow TWENDE Consortium Partner Organisations, will utilise ‘new’ TWENDE data to author and disseminate research reports, academic papers, policy briefs and opinions on diagnosis, treatment and stigma as they relate to TB in Uganda and in East Africa.

CPAR has begun to share TWENDE publications on its website and during the second half of 2017 it will more actively invite the public to electronic discussions on the subject of TB through the CPAR website and CPAR social media sites.

In order to promote further engagement with policy makers and the media on the matter of diagnosis, treatment and stigma related to TB, CPAR in partnership with the GoU Ministry of Health will sponsor policy dialogue workshops during the second half of 2017.

Funding permitting, CPAR will ideally sponsor four such workshops - one for each of the four big geographical regions of Uganda in the following districts:

- Lira for Northern Uganda
- Soroti for Eastern Uganda
- Kampala for Central Uganda
- Mbarara for Western Uganda

Land Tenure

CPAR is actively engaged in discussions on matters relating to Uganda’s land tenure systems. It regularly accepts invitations from other organisations to participate as presenters, as key resource persons, as panellists, etc. CPAR regularly publishes opinions on matters relating to land tenure on its website and on its social media sites.

It is CPAR’s expectation that it will continue to be contracted and consulted and that its policy advocacy programme will grow bigger and with significant additional impact.

INCOME SOURCES

CPAR has two major sources of income – external grant funding and own income. It is important to note that **ALL** the revenue that CPAR gets from its own income as well as from external grant funding is utilised in pursuit of its’ mission. The CPAR Board of Directors is entirely voluntary and receives no remuneration or sitting allowances. Similarly, the members that make up the CPAR General Assembly have no financial interest in CPAR as a not-for-profit.

External Grant Funding 2008 to 2015

Since 2008 when it became an independent Ugandan not-for-profit organisation to 2015, CPAR has attracted external grant funding totalling to slightly over 11 billion shillings for it to implement relief and development programmes in Greater Northern Uganda – Acholi, Lango and Karamoja. The external grant funding provided to CPAR by its funding partners was as follows:

Canadian Physicians for Aid and Relief	UGX	3,795,948,160
United Nations Development Programme (UNDP)	UGX	2,778,734,338
DanChurchAid	UGX	1,436,531,962
Marie Stopes Uganda (MSU)	UGX	1,000,683,441
United Nations Children Fund (UNICEF)	UGX	792,244,555
United Nations Food and Agriculture Organisation (UNFAO)	UGX	352,725,637
Agri-Business Initiative (aBi) Trust	UGX	309,379,950
United States Agency for International Development (USAID)	UGX	277,876,244
EU Northern Uganda Rehabilitation Programme	UGX	233,605,672
Local Economic Development (LED) through Abim DLG	UGX	30,631,000
Total External Grant Funding 2008 to 2015	UGX	11,008,360,959

External Grant Funding 2016 to 2020

Following its restructuring in 2014-2015 CPAR scaled down its programmes. With significant experience and ‘new’ insights, however, CPAR is now well placed to scale up again. During the first year, 2016, of its current strategic programming period, CPAR’s professionalism, efficient and effective delivery of services, while working in partnership with communities for the communities, has already attracted funding from a new funding partner, the European & Developing Countries Clinical Trials Partnership (EDCTP).

EDCTP is providing funding to CPAR through the University of St. Andrews for TWENDE; University of St. Andrews leads the TWENDE Consortium. EDCTP is providing CPAR with grant funding totalling to an estimated 220 million shillings for the two years (2016 – 2017) of the project.

Other than funding from the EDCTP, as of April 2017, CPAR has not yet secured additional grant funding for its current strategic programming period, but it is actively fundraising. CPAR hopes to succeed in securing at least 100 million shillings per year in external grant funding; a total of 500 million shillings for its current 5-year programming period.

Own Income

CPAR generates own income from hiring and renting out to others its fixed assets and by selling to others the expertise of its human resources.

Income from Base Camps

In its letter of 5th September 2008, Canadian Physicians for Aid and Relief also informed the Registrar of Companies of the transfer of its assets and liabilities to CPAR, in accordance with the prevailing laws at the time. Indeed, in 2009 a formal transfer of assets and liabilities was done from Canadian Physicians for Aid and Relief to CPAR in accordance with the prevailing laws of the Republic of Uganda. Among the assets that CPAR inherited were land and buildings which it has continued to maintain and to add on to. CPAR’s land and buildings are located in Acholi and Lango:

- Loro Base Camp is located in Akaidebe B Village, Adyeda Parish, Loro Sub-County, Oyam District. Subsequently, the land on which its Loro Base Camp is located was duly allocated to CPAR by the Oyam District Land Board under freehold tenure.
- Lira Base Camp is located on Plot 5 Makerere Road, Lira Municipality, Lira District. CPAR has obtained a Leasehold Title to the land on which its Lira Base Camp is located.
- Gulu Base Camp is located on Plot 30 Gulu Avenue, Gulu Municipality, Gulu District. CPAR has obtained a Leasehold Title to the land on which its Gulu Base Camp is located.
- Pader Base Camp is located in Pader Town Council on land which CPAR purchased.
- Agricultural Land that is located in Alica Village, Adyeda Parish, Loro Sub-County, Oyam District; which land CPAR has purchased.

Its Base Camps generate income which CPAR utilises to cover its community programmes; a portion of its administrative overhead costs; and to maintain the properties.

Income from Base Camps 2008 to 2015

Since 2008 when it became independent to 2015, CPAR raised slightly over 908 million shillings from rental income from its Base Camps.

Income from Base Camps 2016 to 2020

Since 2015, CPAR is actively renovating its Base Camps and is actively marketing them to other not-for-profit organisations to rent office space and to utilise as training and meeting centres. In 2016, CPAR raised nearly 41.2 million shillings as gross income from its Base Camps. Over its current 5-year strategic programming period, CPAR estimates that it will at the very minimum be able to generate 41 million shillings per year from its Base Camps; a total of at least 205 million during the five years.

Income from Contracts and Consultancies

Following its organisational restructuring in 2014-2015 and with effect from 2016, CPAR is actively soliciting contracts and consultancies in which its full-time paid staff members and its part-time paid Associates function as consultants. The regular salary of the full-time paid staff and the full remuneration of Associates are covered as part of the costs for the contracts and consultancies.

In 2016, CPAR raised gross income of about 7.3 million shillings from consultancies – participating as presenters and panellists in workshops; and slightly over 52 million shillings from the OSIEA Agriculture Policy Study. CPAR aspires to maintain its 2016 record and plans to raise at least 59.4 million shillings annually from contracts and consultancies; a total of 297 million shillings during its current 5-year strategic programming period.

CAPITAL BASE

In addition to its land and buildings, CPAR owns vehicles (cars and motorcycles), computers and accessories, office equipment and field equipment. As of 31st December 2016 the book value of CPAR's Capital Base – its non-current fixed assets – was at 541.9 million shillings. Its assets are very helpful in enabling CPAR to implement its programmes.

FINANCE CAPABILITY

CPAR is frugal and transparent in managing its own financial resources that it generates and that it receives from its funding partners. The CPAR Managing Director functions as the organisation's chief accounting officer, in which capacity she is supported by a Finance and Administration Officer. Financial management is done in accordance with CPAR's Finance Policy and with the Managing Director working in close consultation with the CPAR Board Chair and CPAR's Board Finance Committee Chair.

CPAR's books of accounts are maintained electronically using QuickBooks backed up manually through the generation of physical journals to which all relevant supporting documents are attached. All financial reports and statements required by CPAR stakeholders are produced in an accurate and timely manner. CPAR's books of accounts are externally audited by internationally reputable external auditors, currently Carr Stanyer Sims & Co.

CONTACT PERSONS

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