

EMPOWERING COMMUNITIES

A Reference Guide for sustainability of
rights holder groups.



“Enhancing Governance and Formalization, Financial Management
and Resource Mobilizations, Self-led and Community Advocacy
and Partnerships and Networking”



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Together, we shall continue to thrive

“ Introduction to the Sustainability Guide for rights holder Groups

Voice, an innovative grant facility, has been instrumental over the past eight years in Uganda, empowering marginalized rightsholder groups to advocate for their rights and actively participate in civic spaces. In 2023, Voice funded a variety of projects under different grant types, with these projects concluding between April and May 2024. These initiatives have successfully fostered networks across diverse communities, addressing thematic areas such as gender-based violence activism, economic empowerment, health advocacy, education, and political and civic leadership.

The grant facility has significantly boosted advocacy among rightsholders, enhancing their confidence in voicing their opinions within communities and media platforms. They have established businesses for household sustainability following training sessions and have organized into informal social groups to support each other.

However, as these impactful projects near their completion, our Community of Practice on Community Engagement comprising 13 grantees has collectively identified critical gaps in formalization and governance, self-led and community advocacy, and networking and partnership among the rightsholder groups formed during the project period from April 2023 to June 2024.

These gaps hinder the groups' ability to tap into available opportunities, including government programs and initiatives led by development partners and NGOs. Addressing these needs urgently requires strengthening the rightsholder groups to ensure their sustainability post-Voice program closure.

On the 20th and 21st of May 2024, grantees and rightsholders convened at the Cardinal Nsubuga Leadership Training Center in Nsambya for a co-creation meeting. This collaborative effort aimed to develop guidelines to help these groups formalize, establish clear governance, manage finances, excel in resource mobilizations, lead self-advocacy efforts, and build networks and partnerships.

All the insights, challenges, and ideas shared by the grantees and rightsholders have been synthesized to create this reference guide. This document aims to support these emerging groups, ensuring they continue to thrive and become resilient organizations even after the cessation of support from grantees and Voice.

Purpose of This Guide



This guide aims to equip rightsholder groups with the necessary skills to manage themselves, advocate effectively, build networks, and form partnerships. It addresses existing gaps to transform these groups into formal, resilient, and self-sustaining entities.

Governance and Formalization: This section highlights the benefits of formalizing groups, establishing governance and leadership structures. It provides step-by-step processes for registration, effective leadership guidance, and decision-making frameworks.

Financial Management and resource mobilization: Essential financial management skills such as budgeting, saving, investing, and bookkeeping are discussed. The guide also offers practical resource mobilization strategies, including identifying partners.

Self-Led and Community Advocacy: This section looks at how individuals and community groups can be empowered for advocacy through Strategies for building stakeholder relationships, organizing events, and successful advocacy case studies are provided as examples.

Networking and Partnerships: Steps for identifying partners, initiating and maintaining relationships, formalizing agreements, and sharing resources are outlined. This section emphasizes leveraging networks to expand reach and sustainable community impact.

Goal of the Intervention To empower rightsholder groups with skills in governance, advocacy, networking, and partnerships, making them formal, resilient, independent, and self-sustaining. This guide is a crucial resource for sustaining the positive impact of Voice-funded projects and fostering resilient communities.

Key Themes Covered





Guide Usage Overview

This reference guide is designed to be a crucial resource for community rightsholder groups aiming to enhance their sustainability and impact. To make the most of this guide, groups should begin by identifying the sections most applicable to their current needs, such as formalization, governance, leadership, financial management and resource mobilization, advocacy, networking, and partnerships.

It is important to understand the key issues presented in each section, as this foundational knowledge will enable the effective application of the guidance provided. Implementing the practical tips and strategies outlined in this guide is essential, and these should be adapted to fit the unique context of each group. By considering specific circumstances, strengths, and challenges, rightsholders groups can tailor this advice to best suit their needs.

Encouraging team work within the rightsholders groups and sharing ideas among members can lead to more innovative solutions and a stronger, united effort towards common goals. Promoting a culture of continuous learning by spreading the knowledge gained from this guide ensures that everyone is on the same page and can contribute effectively.

Regular monitoring of progress in applying these guidelines is vital for assessing what works well and identifying areas that needs adjustment. Being flexible and open to change is important, as evolving group dynamics and external circumstances may require strategy modifications. By properly using this guide, community rightsholder groups can significantly strengthen their capacity to enable them contribute to positive change and sustainable development within their communities.



GOVERNANCE AND FORMALIZATION



1.1 Governance

Governance is how a group is run. It's about making decisions, following rules, and making sure everything works well. Good governance means doing things fairly, openly, and with everyone's interests in mind.

Establishing clear governance structures and processes is important for the effective operation and growth of your group. This guide provides step-by-step instructions on formalizing your group, defining roles and responsibilities, setting up committees, and ensuring transparent decision-making.



1.1.1. Governance Structure

The governance structure defines how your group is organized and how decisions are made. It comprises of the General Assembly (all members/stake holders) and the Executive Committee.

a) General Assembly

A general assembly is a meeting of all members of a group where important issues are discussed and decisions are made. It's a way for everyone to participate in the decision-making process, often involving activities like voting on proposals, electing leaders, and setting policies.

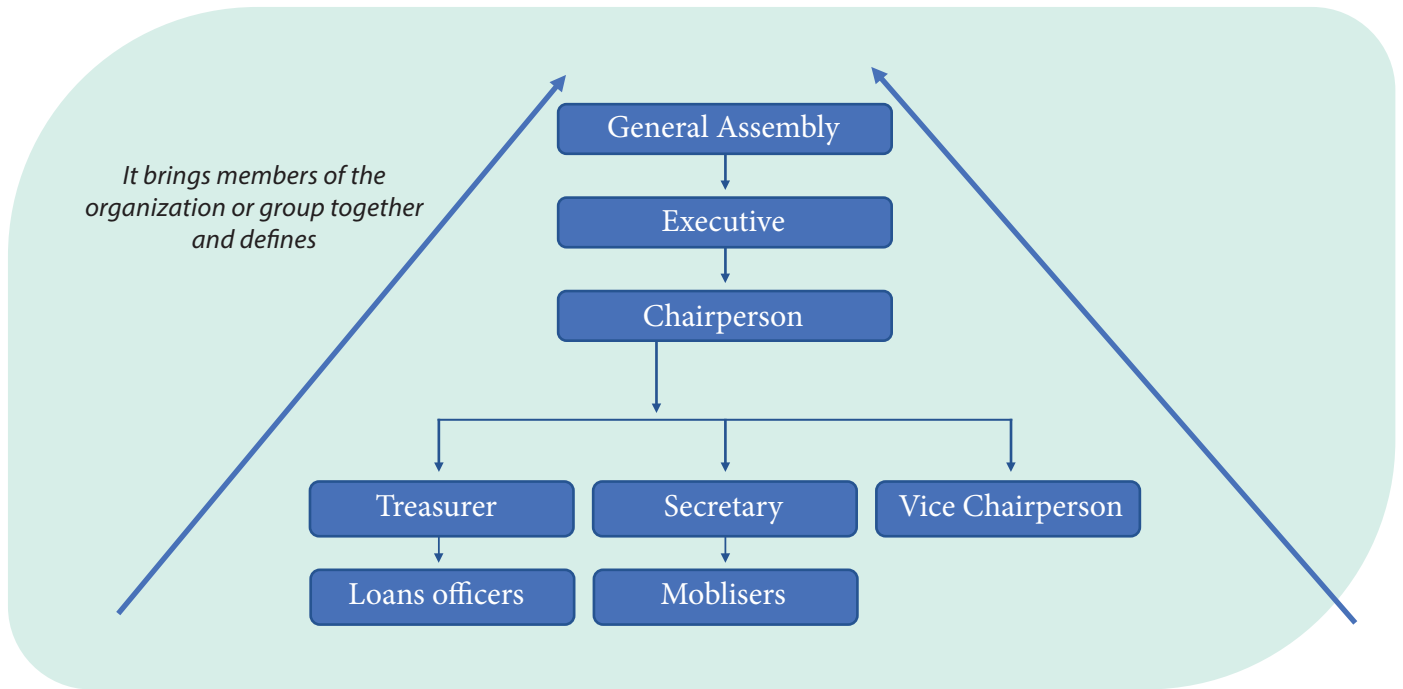
- Composition: Comprised of all full members of the group.
- Purpose: Main decision-making body responsible for major group decisions.
- Observations: Ensure representation from all members and encourage active participation.

b). Executive Committee

An executive committee is a smaller group within a larger group, responsible for making key decisions and overseeing the implementation of policies and strategies. It typically consists of senior leaders or officers and acts on behalf of the larger group between general meetings.

- Composition: Consists of elected members from within the group.
- Purpose: Responsible for day-to-day operations and implementation of decisions.
- Observations: Ensure diverse representation and assign roles based on skills and experience.

Diagram Example: Governance Structure



Why it Matters:

A well-defined governance structure ensures accountability, transparency, and effective decision-making within the group.

1.1.2 Roles and Responsibilities

Clear definition of roles and responsibilities ensures proper functioning and accountability within the group.

Assigning Roles:

- Observations: Assign roles based on skills, experience, and commitment.
- Avoid Overload: Ensure members do not hold multiple conflicting roles.
- Rotation: Consider rotating roles periodically to provide opportunities for skill development and prevent stress.

a) General Assembly Roles:

- All full members participate in decision-making and provide input on group matters.

b). Executive Committee Roles (Examples)

- Chairperson: Leads meetings, represents the group, and provides overall direction.
- Vice Chairperson: Supports the Chairman and assumes duties in the chairperson's absence.
- Secretary: Manages documentation, records minutes, and handles communications.
- Treasurer: Manages finances, prepares budgets, and ensures financial transparency.
- Mobilizer: Mobilizes members and promotes group activities.

Why it Matters:

Defined roles prevent confusion, promote efficiency, and ensure accountability among group members.

1.1.3 Committees

Committees are small groups within a group that focus on specific tasks, like finance or events, to improve efficiency and expertise.

Committees are helpful in distributing workload, addressing specific issues, and promotion of inclusivity within the group.

Setting Up Committees:

- Purpose: Define clear objectives and areas of focus for each committee.
- Membership: Ensure diverse representation and consider appointing members based on expertise.
- Responsibilities: Clearly outline the roles and responsibilities of each committee.
- Accountability: Establish reporting mechanisms and timelines for committee activities.

Examples of Committees:

- Finance Committee: Responsible for overseeing financial matters, budgeting, and auditing.
- Welfare Committee: Organizes group events, meetings, and activities.
- Disciplinary Committee: Addresses disputes and conflicts within the group.

Why it Matters:

Committees enhance efficiency, promote participation, and enables the group to address diverse needs and interests.

1.1.4 Decision-Making Processes

The decision-making process involves identifying a problem, gathering information, evaluating options, choosing the best solution, and implementing it. This helps ensure informed and effective choices are made within a group.

Transparent and inclusive decision-making processes are vital for maintaining trust and solidity within the group.

a) Observations for Decision-Making:

- **Transparency:** Ensure all members are informed about decisions and their implications.
- **Inclusivity:** Provide opportunities for all members to contribute to decision-making processes.
- **Agreement Building:** Always agree whenever possible to foster unity and ownership.
- **Documentation:** Record decisions, discussions, and grounds to maintain accountability.

b) Decision-Making Methods:

- **Majority Vote:** Used for routine decisions where agreement cannot be reached.
- **Agreement:** Strive to reach agreement acceptable to all members.
- **Democratic Process:** Ensure all members have equal opportunity to express their views and vote.

Why it Matters:

Transparent and inclusive decision-making processes promote trust, cooperation, and collective ownership within the group.



1.2 Formalization.

Formalization of groups involves naming the group, defining and structuring roles, responsibilities, procedures, and rules within a group to enhance clarity, efficiency, and consistency. This process includes outlining duties, standardizing processes, establishing rules, and maintaining documentation to ensure transparency and accountability. The importance of formalization lies in providing clear expectations, improving efficiency, enhancing accountability, facilitating coordination, reducing conflicts, and enabling scalability, all of which contribute to the group's overall success and sustainability.

Formalizing an informal group is a crucial step toward credibility, growth and sustainability. This guide provides a detailed, step-by-step approach to formalization, helping groups gain legal recognition, access resource, and establish structured governance. By following these steps, your group can enhance its impact and ensure long- term success.

1.2.1 Selecting the Name

Choosing the right name for your group is essential as it defines your identity and mission. A well-chosen name reflects the group's purpose, is unique, legally compliant, and easy to remember.

MN

Relevance:

Ensure the name aligns with the group's vision, mission and values.

Example: If your group focuses on environmental sustainability, consider names like "Green Future Society."

MP

Legal Requirements

Verify naming conventions required by local laws in your specific community.

Example: Some jurisdictions may require words like "association" or "society" in the name.

Why it Matters:

A relevant, unique, and clear name enhances recognition and trust, helping your group stand out and gain credibility.

Uniqueness

Conduct a search and check local registries to ensure no other group has a similar name.

MD

Clarity

Choose a simple and memorable name.

Example: A name like "Bright Minds Club" is easy to recall.

MQ

1.2.2 Organization Description

A group description is a concise overview of a group's purpose, objectives, target audience, and key characteristics, helping others understand its focus and decide whether to join or collaborate.

Defining your group's vision, mission, values and activities provides a clear direction and purpose. This section helps explain why your group exists, what it aims to achieve, and the principles guiding its actions.

Values:

List the core principles that guide the group's actions.
"Integrity, Inclusivity, Sustainability, and Innovation."

Activities:

Outline the primary activities and initiatives the group undertakes.
Note: these should be inline with the vision and mission of the group.
"Our activities include organizing community clean-up events, conducting educational workshops, providing microloans for small businesses, and advocating for environmental conservation."

Mission Statement:

Come up with a concise declaration of the group's core purpose.

Example: Our mission is "To empower local communities through educational programs and sustainable development initiatives."

Vision Statement:

Describe the group's long-term aspirations.

Example: "A world with holistically empowered youths"



Objectives:

Group objectives are specific goals that a particular group aims to achieve within a set period. These objectives serve as targets for the group's actions and efforts, providing a clear direction for its members to work towards. By defining measurable and achievable objectives, the group can focus its resources and activities effectively to accomplish its mission or desired outcomes. Group objectives are essential for guiding decision-making, monitoring progress, and ensuring alignment with the group's purpose and values.

Why it Matters:

A well defined Vision, Mission, Values and Activities guide the group's actions and help communicate its purpose to members and stakeholders.

1.2.3 Background:

In groups, "background" refers to the historical, social, or contextual factors shaping the group's uniqueness and work.

Steps



History:

Summarize the formation and motivations behind the group.

Example: *"The Green Future Society was founded in 2020 by environmental enthusiasts concerned about local deforestation."*



Founders:

Mention key individuals who played a role in founding the group.

Example: *"Founding members include Jane Adoho, Ssali Henry, and Alex Johnson Atiku."*



Inspiration:

Describe the issues or opportunities that inspired the group formation.

Example: *"Inspired by local environmental challenges, our group promotes sustainable living practices."*



Why it Matters:

A well documented background provides context for the group's existence and helps attract new members and collaborators.

1.3 Constitution

A constitution is the foundational document of your group, outlining its structure, governance, and operational procedures. This formal document ensures clarity and consistency in the group's activities.



Steps

a) Name of the Organization

Observation: Clearly state the official name.

Example: *"The official name of the organization shall be 'Green Future Society'"*

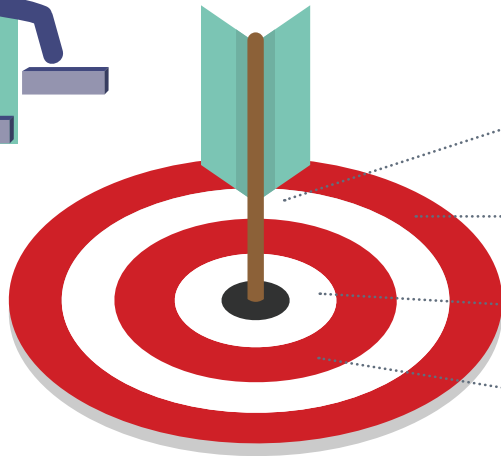
b) Objectives and Purpose.

Group objectives are specific goals a group aims to achieve, providing direction, while purpose refers to its fundamental reason for existence, outlining its mission. Together, they drive the group's actions and shape its impact.

Observation:

Define specific, measurable goals and primary activities.

Example: *Our objectives are to;*



1 To raise awareness about environmental issues

2 To organize community clean-up events

3 To implement recycling programs

4 "To support sustainable agriculture."

Why it Matters:

A clear name and objectives ensure legal recognition and provide direction for group's activities.

c) Membership

Eligibility:

Define who can become a member of the group.

Example: *"Membership is open to all individuals over the age of 18 who support our mission and values."*

c.i) Types of Membership:

Differentiate between types of membership and their influence within the group.

Example: "Full members have voting rights, while associate members can participate in activities but cannot vote."

c.ii) Rights and Responsibilities:

Detail entitlements and obligations of members.

Example: "Members have the right to attend all meetings, vote on issues, and participate in events. Responsibilities include paying dues, attending meetings, and volunteering for activities."

c.iii Admission Procedure:

Describe the steps for new members to join the group.

Example: "Prospective members must complete an application form, attend an orientation session, and be approved by the executive committee."

c.iv) Termination of Membership:

Explain conditions for revoking membership.

Example: "Membership can be terminated for non-payment of dues, violation of the code of conduct, or actions dangerous to the group. The executive committee must approve terminations by a majority vote."

Observations:

Ensure transparency and fairness in admission and termination processes.

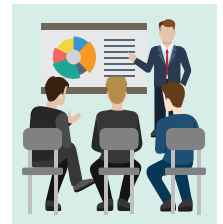
Example: *"All membership decisions will be documented, communicated and interpreted to the applicant."*

Why it Matters:

A clear membership structure fosters inclusivity and fairness, ensuring all members understand their rights and responsibilities.

d) Governance Structure

A governance structure is a framework that defines how an organization is directed, controlled, and held accountable. It outlines roles, responsibilities, decision-making processes, and relationships among stakeholders to ensure transparent, ethical, and efficient operations, aligning with laws and achieving organizational goals



Steps



d.i) General Assembly:

A general assembly in groups is a formal meeting of all members to discuss and decide on important issues, vote on key matters, and set the group's strategic direction. It ensures democratic participation and transparency in decision-making

Define its powers, meeting frequency, and decision-making process.

Example: *"The General Assembly, composed of all full members, is the supreme decision-making body. It meets quarterly to approve budgets, elect officers, and amend the constitution."*

d.ii) Committee:

Committees in groups are specialized subgroups focused on specific tasks or areas, enhancing efficiency by concentrating on particular functions like finance or events, and contributing to the overall effectiveness of the group.

Outline roles and responsibilities.

1 Executive Committee/Board:

Example: "The Executive Committee includes the Chairman, Vice Chairman, Secretary, and Treasurer. Responsibilities include overseeing day-to-day operations, implementing policies, and managing finances."

3 Disciplinary Committee: Outline roles and responsibilities.

Example: "The Disciplinary Committee handles conflicts, enforces the code of conduct, and takes necessary disciplinary actions."

2 Loans Committee: Outline roles and responsibilities.

Example: "The Loans Committee is responsible for evaluating loan applications, ensuring proper use of funds, and managing loan repayments."

4 Welfare Committee: Outline roles and responsibilities.

Example: "The Welfare Committee is responsible for overseeing the well-being of members, organizing welfare activities, and providing support during times of need."



Why it Matters:

A well defined governance structure ensures efficient management, accountability and prevents conflicts.



d.iii) Election Procedures:

Election procedures are the rules and steps for conducting elections within a group, including nominating candidates, campaigning, voting methods, and counting votes to ensure fair and transparent leader selection

Describe how leaders are elected, terms of office, and re-election rules.

Example: *“Officers are elected by the General Assembly for two-year terms. Elections are held during the Annual General Meeting (AGM).”*

Observations:

- Clearly define the powers and limits of each role to avoid conflicts.
- The elections should only proceed when the agreed upon quorum has been met.

Example: *“The Chairman leads meetings and represents the group publicly, but financial decisions require the Treasurer’s approval.”*

Why it Matters:

Clear election procedures foster Inclusivity and fairness for all.

NOTE: Groups can create more committees depending on the need.



d.iv) Penalties and Fines.

Penalties and fines are what you get when you break rules in a group. They're meant to stop people from doing bad things and make sure everyone follows the rules. Fines are money you have to pay if you break a rule

i) Define penalties and fines

This section outlines penalties and fines for non-compliance with group’s rules to ensure accountability and adherence to guidelines. It covers:

- Late Payment of Dues: Fines for overdue payments.
- Missed Meetings: Fines for unexcused absences.
- Breach of Code of Conduct: Penalties from warnings to membership termination.
- Misuse of Funds: Reimbursement and fines for fund misuse.
- Non-compliance with Reporting: Fines for late reports.
- Violation of Confidentiality: Fines and potential suspension.

Enforcement is by relevant committees, with an option for appeals.

The implementation of penalties and fines maintains order and compliance, urging members to understand the guidelines to avoid infractions



e) Meetings

Meetings are organized gatherings for group members to discuss topics, make decisions, and collaborate. Effective procedures ensure focus, participation, and follow-up on decisions.

I. Types of Meetings: Define Regular, Special, and Annual General Meetings (AGMs-these can be also annual share out meetings).

Example: "Regular meetings are held monthly, special meetings as needed, and the AGM the beginning of the new financial year."

II. Notice Requirements: Specify how and when members are notified about meetings.

Example: "Members will be notified with any means of communication at least two weeks before regular meetings and one month before the AGM."

III. Quorum: Define Minimum number of members required to conduct official business.

Example: "A quorum for regular meetings is (half of group members), and (three quarters of group members) for the AGM."

IV. Decision-Making: Procedures for voting and making decisions.

Example: "Decisions are made by a majority vote of those present as defined in the full quorum. In case of a tie, the Chairman has the deciding vote."



NOTE:

Ensure meeting schedules and procedures promote active participation.

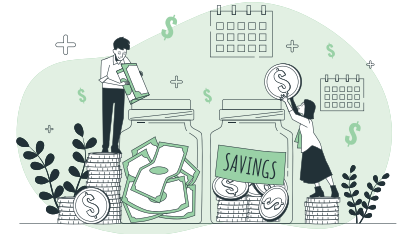
Example: "Meetings will be scheduled on weekends to accommodate members' work schedules."

Why it Matters:

Clear meeting procedures promote active participation, ensuring that all members have a voice in decision-making processes.

f) Financial Management

Financial management involves handling money and resources in a smart and organized way. It includes tasks like budgeting, tracking expenses, making investments, and managing debts. Good financial management helps ensure that money is used wisely, goals are met, and risks are minimized. It's like being a good manager of your wallet or a business's finances.



i) Financial Year: Define the accounting period.

Example: "The financial year may run from January 1st to December 31st."

ii) Budget and Audits: Procedures for creating budgets and conducting audits.

Example: "The Treasurer prepares an annual budget for approval by the General Assembly. Independent audits are conducted annually."

f.i) Banking and Expenditure:

Banking and expenditures refer to managing money and spending within a financial system. Banking involves activities such as depositing money, withdrawing funds, and managing accounts with financial institutions like banks. Expenditures are the money spent on various items or services, including bills, purchases, and investments. Effective management of banking and expenditures involves budgeting, tracking expenses, making informed financial decisions, and ensuring that money is used wisely and efficiently.

Guidelines on managing funds.

Managing group funds means overseeing the financial resources of a group to ensure they are used wisely and responsibly to support the group's goals.

Example: "The group will maintain a bank account. Two authorized signatories are the minimum number required for withdrawals."

Note: define the Savings Scheme in the group: Detailed description of the savings component.

A savings scheme is a structured plan for setting aside money regularly to save for future needs or emergencies.

Example: "Members contribute 10,000 every month to the savings fund. Funds can be withdrawn for approved purposes, such as education or emergencies, loan, subject to approval by the finance committee."

f.ii) Opening a Group Bank Account:

Requirements:

- Registration documents (constitution, certificate of registration)
- Minutes of the meeting where the decision to open the account was made
- Identification documents of the signatories
- Proof of address for the group and signatories

Importance:

Transparency

A bank account ensures that all financial transactions are documented and traceable.

Security

Funds are kept safe, reducing the risk of loss or theft.

Accountability

Regular statements allow for tracking income and expenditures, promoting accountability among members.



Observations:

Maintain transparency and accountability in all financial matters.

Example: "Monthly financial reports will be shared with members and discussed at regular meetings."

Why it Matters:

Good financial management practices are essential for the group's sustainability and credibility.

g) Amendments to the Constitution

Amending a group constitution means changing the rules that the group follows. It involves discussing and voting on proposed changes to the constitution. This helps the group update its rules to fit new needs or fix problems while making sure everyone has a say in the process.

Steps



Procedures for proposing, discussing, and approving amendments.

New amendments are proposed, discussed and approved.

Example: "Amendments can be proposed by any full member. Proposals must be submitted in writing and will be discussed at the next General Assembly meeting. A two-thirds majority is required for approval."

Observations:

Ensure the amendment process is democratic and transparent.

Example: "Proposed amendments will be circulated to all members at least one month before the meeting."

Why it Matters:

A clear process for amending the constitution ensures that changes are made thoughtfully and with the agreement of the majority of members.



h) Dissolution

Dissolution means ending or closing down a group. It involves following legal procedures to wrap up the group's affairs, settle debts, and distribute assets if applicable. Dissolution could happen due to various reasons like achieving the group's goals, financial problems, or lack of interest

Steps



Conditions

Define the conditions under which the group may be dissolved.

Example: "The group may be dissolved by a two-thirds vote of the General Assembly if it is no longer viable or its mission has been achieved."

Procedures

Clearly Define Procedures for distributing remaining assets and funds.

Example: "Upon dissolution, remaining assets may be donated to a similar non-profit group chosen by the General Assembly or shared among the members."

Observations:

Plan for dissolution to ensure a fair and orderly process.

Example: "A dissolution committee will be formed to oversee the process and ensure compliance with legal requirements."



Why it Matters:

Having a dissolution plan ensures that the group's assets and funds are distributed fairly and in accordance with the group's values and objectives.

i) Guidance on Key Elements

Guidance on key elements in a group offers advice on essential components necessary for the group's success, including its mission, leadership, communication, planning, resource management, evaluation, and conflict resolution.

i.i) Governance and Leadership:

Effective governance and leadership are critical to the success of your group. Ensure leaders are elected through transparent and democratic processes, clearly defined to avoid conflicts.

Observations:

Ensure leaders are elected through transparent and democratic processes. Clearly define roles and responsibilities to avoid conflicts.

Example: "The Chairman oversees strategic planning, the Vice Chairman supports project implementation, the Secretary manages records and communications, and the Treasurer handles finances."



Why it Matters:

Transparent leadership processes build trust and ensure that the group is led by capable and committed individuals.

i.ii) Financial Management:



Observations:

Maintain clear and accurate records. Regularly audit accounts to ensure transparency and accountability.

Example: "use a book to track inflows(incomes) and outflows(expenditures) for each individual and the group expenses, when, how much amount and for what"

Why it Matters:

Good financial management practices are essential for the group's sustainability and credibility of your group. Maintaining clear records and regular audits ensures transparency and accountability.

i.iii) Membership Engagement:



Observations:

Encourage active participation and provide opportunities for feedback and promptly address concerns or conflicts.

Example: "Organize monthly social events to build camaraderie. Set up an anonymous suggestion box for members to share ideas and concerns."

Why it Matters:

Active membership engagement fosters a sense of community and ensures that all members feel valued and heard. Encouraging participation and feedback strengthens the group.

i.iv) Compliance and Legal Considerations:



Observations:

Ensure compliance with all relevant local laws and regulations. Register the group with appropriate authorities if necessary.

Example: "Register the group with the district authorities and obtain necessary permits and licenses."

Why it Matters:

Ensuring compliance with all relevant local laws and regulations protects the group and its members from legal issues. Proper registration and adherence to legal requirements enhance the group's credibility.

i.v) Monitoring and Evaluation

Monitoring and evaluation (M&E) are important for assessing the progress and impact of your group's activities. M&E helps in identifying successes, challenges, and areas for improvement.

Use Findings to Improve: Implement changes based on the evaluation results.

Example: "Adjust strategies to increase participation in clean-up events."

Set clear goals and indicators: Define what success looks like and how it will be measured.

Example: "Increase the number of community clean-up events from 5 to 10 per year."

Report Findings: Share the results with members and stakeholders.

Example: "Prepare quarterly reports and present them at general meetings."



Steps in monitoring and Evaluation:

Collect Data Regularly: Gather data on activities, participation, and outcomes.

Example: "Use surveys, attendance records, and feedback forms."

Analyze Data: Evaluate the data to assess performance against goals.

Example: "Compare the number of clean-up events and the amount of waste collected to previous years."

Why it Matters:

M&E ensures that the group remains accountable, learns from its experiences, and continuously improves its effectiveness.

i.vi) What We Stand for and Our Activities.

Clearly defining what your group stands for and its core activities helps communicate your purpose and engage members and stakeholders effectively.

1) Vision:

Example; "We envision a world where every community thrives through education, innovation, and sustainable practices."

2) Mission:

Example: Our mission is "To empower local communities through educational programs, sustainable development initiatives, and financial support mechanisms."



3) Values

Integrity: Upholding honesty and strong moral principles.

Inclusivity: Ensuring all voices are heard and respected.

Sustainability: Promoting practices that meet present needs without compromising future generations.

Innovation: Encouraging creative solutions to community challenges.

4) Key Activities:

- Educational Programs: Conducting workshops and training sessions on various topics such as health, entrepreneurship, and environmental conservation.
- Community Clean-up Events: Organizing regular clean-up activities to maintain a healthy and sustainable environment.
- Microloans and Savings Schemes: Providing financial support through microloans and collective savings programs to help members achieve financial stability.
- Advocacy: Advocating for the rights and needs of community members at local and national levels.
- Sustainable Agriculture: Supporting and promoting sustainable farming practices to enhance food security and environmental health.

Why it Matters:

Clearly stating what the group stands for and its activities helps attract like-minded individuals, secure resource, and build partnerships with other organizations.

“ Conclusion

By following these guidelines, your group can formalize its structure, clarify roles and responsibilities, establish effective decision-making processes, and foster a culture of transparency and accountability. Regular review and adaptation of governance practices will ensure continued relevance and effectiveness in achieving the group's objectives.

2

FINANCIAL MANAGEMENT AND RESOURCE MOBILISATION

2.1 Financial Management



Financial goals in groups are targets for how money is managed and used within the group. They include things like increasing revenue, cutting costs, and ensuring financial stability to support the group's mission.

a). Setting Financial Goals:

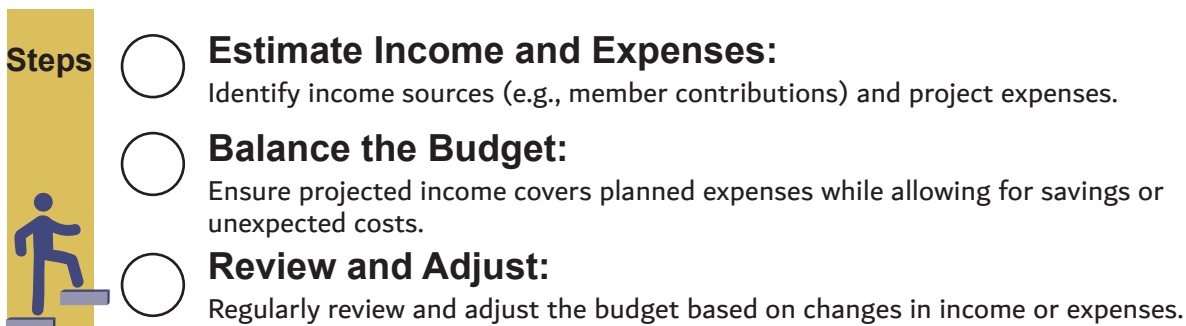
Financial goals provide direction and measurable milestones for the group's financial activities, ensuring alignment with its mission.



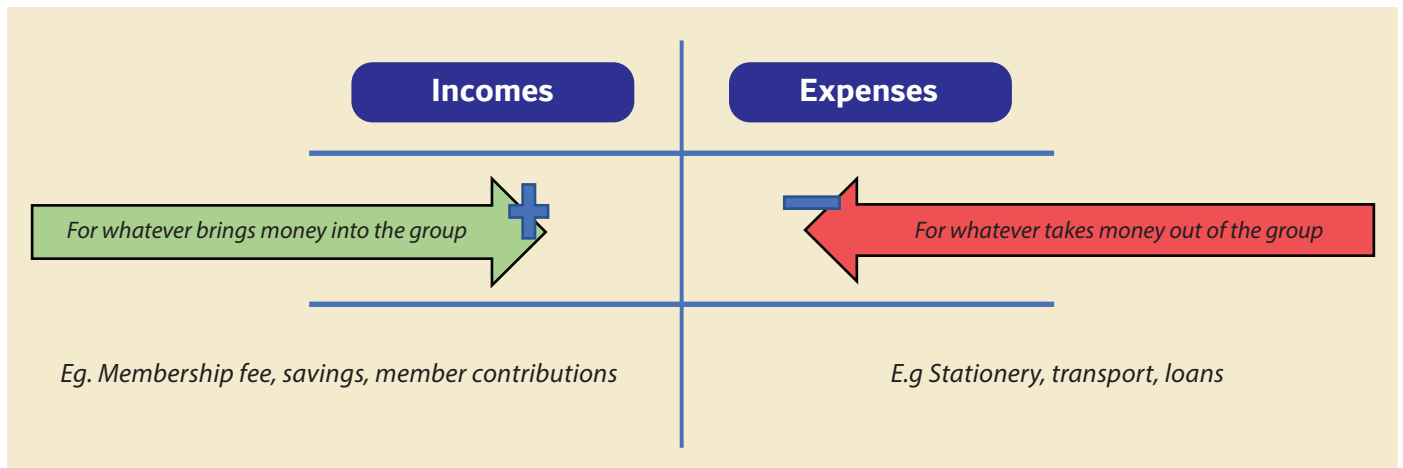
2.1.1 Budgeting and Planning:

Budgeting involves planning how to use money, while planning involves setting goals and figuring out how to reach them. Both help groups use their resources wisely and achieve their objectives.

Budgeting helps to plan and manage income and expenses effectively, ensuring financial stability and resource allocation.



Example: *A rightsholders group budgets Shs 200,000 per month for meeting costs, community activities, and emergency funds.*



2.1.2 Financial Plan:

A financial plan outlines strategy to achieve financial goals, manage risks, and ensure sustainability.

A financial plan is like a roadmap for your money. It's a plan that shows how you'll manage your finances, including how much money you'll earn, spend, save, and invest. It helps you set goals, like buying a house or saving for retirement, and lays out the steps you'll take to reach them. A good financial plan helps you make smart decisions about your money and ensures you're prepared for the future.

Steps in financial planning:

Assess Current Status:

Review income, expenses, and savings to identify strengths and areas for improvement.

Set Objectives:

Based on goals, define financial objectives (e.g., increasing savings rates).

Develop Strategies:

Implement saving plans or explore income-generating activities to achieve objectives.

Implement and Monitor:

Regularly track progress and adjust strategies as needed.

Example: A rightsholders group plans to increase savings rates by 20% over the next six months by organizing monthly savings drives and financial literacy workshops.

2.1.3. Record-Keeping:

Accurate record-keeping ensures transparency, facilitates audits, and provides data for decision-making.

In groups, bookkeeping involves keeping track of all the money-related activities and transactions. It's like maintaining a financial record to understand how much money is coming in and going out. This helps the group manage its finances effectively, make informed decisions, and ensure transparency and accountability.

Steps



Use Tools:

Use dedicated record books to track income, expenses, savings, and loans.



Record Transactions:

Promptly record all financial transactions, including member contributions, expenses, and loan disbursements.

NOTE: Ensure any money in or out of the group is recorded and records are kept privately and availed to only authorized individuals.



Reconcile Records:

Regularly reconcile records with bank statements to ensure accuracy.

Example: *A community savings group maintains detailed records of member contributions, meeting expenses, and loan transactions in a ledger book.*

2.1.4. Control Checks:

Control checks are procedures used to make sure things are going as planned within a group. They help catch mistakes, ensure things run smoothly, and achieve goals effectively.

Control checks prevent errors and fraud, ensuring financial integrity and member trust.

Steps

Implement multiple Signatures:

Require approval from multiple officers for transactions above a certain amount or for all transactions.

Conduct Audits:

Regularly review financial records to identify differences and ensure compliance with policies.

Separate Duties:

Divide financial responsibilities among different members to prevent conflicts of interest.

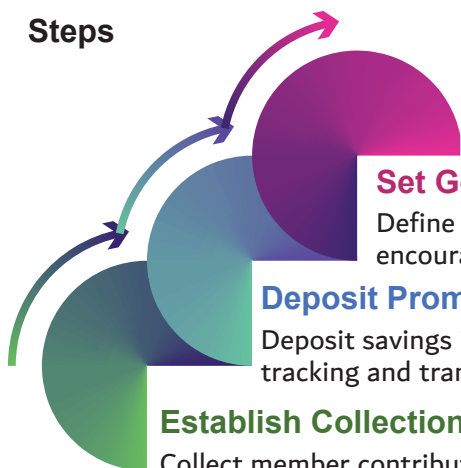
Example: A rightsholders group requires more than one signatures from the Chairperson and Treasurer for all transactions above Uganda Shs 10,000/=

2.1.5. Savings Management:

Effective savings management ensures the group has funds for emergencies, projects, and lending.

In groups, savings management involves collectively setting aside money for future needs or goals, deciding on the best ways to save it, and regularly reviewing and adjusting saving strategies to meet the group's objectives

Steps



Set Goals:

Define savings goals based on financial objectives and encourage regular contributions from members.

Deposit Promptly:

Deposit savings into a group bank account promptly for easy tracking and transparency.

Establish Collection Process:

Collect member contributions regularly, such as at meetings or through chosen collection points.

Example: A rightsholder group aims to save Uganda Shs 500,000 within six months to fund a health outreach program in the village.

2.1.6. Loan Management:

Proper loan management supports members' financial needs while ensuring responsible use of the group's funds.

In groups, loans management involves overseeing loans taken by the group as well as loans extended to individual members. This includes activities such as determining loan eligibility, setting interest rates and repayment terms, disbursing funds, and monitoring repayments. Effective loan management ensures that loans are utilized responsibly, members can access needed funds, and the group maintains financial stability while fulfilling its lending obligations.

Define Loan Policies:

Establish terms (what amount that can be requested, at what time and who should be a guarantor, interest rates, repayment schedules, eligibility criteria for loans, penalties for failure to obey) and penalties for non compliance.



Steps in loan management:

Establish Application Process:

Implement a transparent process for members to request loans and review applications.

Monitor Repayments:

Track loan repayments closely and enforce penalties for non payments to maintain financial sustainability.

Example: A farmers' group offers small agricultural loans to members at a 5% interest rate, with a six-month repayment period. Applications should be submitted at least one week before the day money should be disbursed, maximum loan is two times member total savings.

2.1.7. Investments:

Investments can grow the group's funds, providing additional income and financial stability.

Investment in groups means putting money together to buy things like stocks, property, or businesses. It's about making smart choices to grow money together while being careful about risks.

Steps in investing:

Research Options:

Evaluate potential investment options based on risk, return, and liquidity.

Seek Approval:

Obtain approval from the General Assembly or Executive Committee before making investment decisions.

Monitor Performance:

Regularly review investment performance and adjust strategies as needed.

Examples: A rightsholders group invests in liquid soap making to generate income for resource group community projects.

2.1.8. Reporting:

Financial reporting in groups involves sharing information about the group's finances through statements like balance sheets and income statements. It helps people understand how the group is doing financially.

Transparent reporting builds trust, ensures accountability, and informs decision-making.

Steps in Reporting



Prepare Financial Reports:

Financial reports for a group include the combined income statement, combined balance sheet, and combined cash flow statement. The combined income statement shows the group's revenues, expenses, and profits over a specific period, reflecting the combined operational performance of all entities within the group. The combined balance sheet provides a snapshot of the group's financial position at a specific point in time, detailing the total assets, liabilities, and shareholders' equity of the entire group. The consolidated cash flow statement tracks the flow of cash in and out of the group, categorizing activities into operating, investing, and financing, thereby illustrating the group's overall liquidity and financial flexibility.



Share with Members:

Present reports at meetings or distribute them through your communication channels or digital platforms.

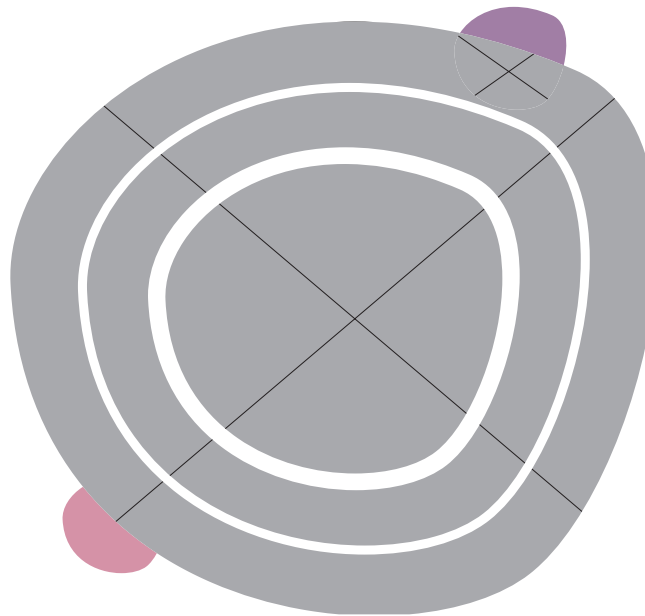


Encourage Feedback:

Invite members to ask questions and provide feedback on financial reports to promote transparency.

Example: *A rightsholders group presents monthly financial reports at general meetings, highlighting income sources, expenses, savings, and investment performance.*

Resource Mobilization-(funds) 2.2



Resource mobilization in groups means getting and using resources like money, people, and materials to do what the group wants to do or achieve the group objectives. Resource Mobilization activities are essential for generating additional funds to support the group's activities, projects, and operational expenses. Below are various strategies and methods for resource mobilization, along with practical steps and examples for implementation.

2.2.1) Member Contributions:

Regular member contributions provide a steady and predictable source of funds for the group's operations and activities.

Member contributions in groups involve the financial support members provide through contributions like membership fees, donations, or investments, which help the group carry out its activities and goals.

Steps in member contributions:

Define Contribution Amount:

Establish a fixed contribution amount and schedule, such as monthly or quarterly.

Collect Contributions:

Gather contributions at meetings or through chosen collection points.

Communicate Importance:

Explain the meaning of member contributions in sustaining the group's activities and achieving its goals.

Example: A rightsholders group collects Uganda Shs 10,000 from each member monthly to build a community fund for emergency loans and social welfare projects.

2.2.2). Fundraising Events:

Fundraising events are events organized by groups to raise money. They can be things like auctions, bake sales, or fun runs.

Community events and fundraisers engage members and the local community, raise awareness about the group's activities, and generate funds.

Steps

in organizing fundraising events:



Plan Events:

Organize fundraisers such as charity walks, bake sales, or cultural festivals.



Mobilize Volunteers:

Recruit volunteers to assist with event logistics, promotion, and execution.



Promote Events:

Advertise events through various channels to attract participants and donors.

Example: A rightsholder group hosts a charity concert to raise funds for educational scholarships, selling tickets and soliciting donations from attendees.



2.2.3). Grants and Donations:

Grants and donations are money or resources given to groups to support their activities. Grants are usually from governments or organizations, while donations are from individuals or businesses.

Seeking financial support from external sources, such as foundations, government agencies, or businesses, can provide significant resource for the group's activities.

Steps in seeking grants and donations:

Research Opportunities:

Identify potential grant opportunities locally and international through internet that align with the group's mission and objectives.

Prepare Proposals:

Develop convincing grant proposals outlining the group's goals, activities, and impact.

Submit Applications:

Follow application guidelines and deadlines, and provide requested documentation.

Example: A rightsholders group applies for a government grant to support a sanitation project in the local area, submitting a detailed proposal highlighting the project's objectives, budget, and expected outcomes.

2.2.4). Crowd funding:

Crowd fundraising, or crowdfunding, is the process of raising small amounts of money from a large number of people, typically via the internet, to fund a project, venture, or cause. It allows groups or individuals to gather financial support from a broad audience.

Crowd funding platforms allow groups to raise funds online by asking small contributions from a large number of people.

Steps



Choose a Platform:

Select a crowd funding website or platform that best suits the group's needs and target audience. (like global giving)



Create a Convincing Campaign:

Develop a convincing campaign with a clear message, engaging visuals, and incentives for donors.



Promote the Campaign:

Share the campaign link across social media channels, email newsletters, and personal networks to reach a wider audience.

Example: *A rightsholders group launches a crowd funding campaign to raise funds for renovating a local playground, offering donors personalized thank-you notes and recognition plaques.*

2.2.5). Corporate Sponsorship:

Corporate sponsorship is when a business provides financial or in-kind support to a group, event, or project in exchange for promotional benefits. This partnership helps the sponsoring company gain visibility and positive association, while the recipient gains necessary funding or resources.

Steps



in corporate sponsorship:



Identify Potential Sponsors:

Research companies with a history of supporting community initiatives or aligning with the group's mission.



Develop Sponsorship Packages:

Create sponsorship packages outlining benefits such as logo placement, event tickets, or employee volunteer opportunities.



Pitch to Potential Sponsors:

Reach out to potential sponsors with personalized pitches highlighting the mutual benefits of partnership.

Example: *A neighborhood cleanup rightsholders group secures sponsorship from a local supermarket chain, receiving resource in exchange for displaying the supermarket's logo on event banners and promotional materials.*

2.2.6). Product Sales:

Selling products or merchandise can generate revenue for the group while promoting its mission or brand.

Product sales involve selling goods or services to raise funds for a group. This method generates revenue by offering items that people buy, directly supporting the group's financial needs.



Choose Products:

Select products that align with the group's mission or are popular among its target audience.

Set Prices:

Determine pricing based on product costs, market demand, and desired profit margins.

Promote Sales:

Market products through online platforms, community events, or local stores to reach potential buyers.

Example: *An environmental advocacy group sells reusable water bottles and tote bags featuring eco-friendly slogans at local farmers' markets and online stores.*

2.2.7). Partnerships and Collaborations:

Partnerships and collaborations involve working with other organizations, businesses, or groups to achieve common goals. These alliances can provide additional resources, expertise, and networks, enhancing the effectiveness and reach of each partner's efforts

Partnering with other organizations or community groups can leverage resources and expertise to support joint initiatives or projects.

Steps in partnering and collaborating:



- **Identify Potential Partners:**
Look for organizations with similar goals or complementary strengths that can enhance the group's efforts.
- **Develop Collaborative Projects:**
Brainstorm project ideas or events that benefit both parties and align with shared objectives.
- **Formalize Partnerships:**
Establish formal agreements outlining each partner's roles, responsibilities, and contributions.

Example: *A youth mentoring program partners with a local youth's sports club to organize a charity sports tournament, combining efforts to raise funds and promote youth development initiatives.*

“ “ Conclusion

Effective financial management and Resource mobilizing are crucial for the success and sustainability of small groups. By setting clear financial goals, implementing sound financial practices, and exploring diverse fundraising strategies, these groups can maximize their impact and achieve their mission-driven objectives. Through careful planning, collaboration, and community engagement, small groups can build a solid foundation for long-term growth and success.

3

SELF-LED AND COMMUNITY ADVOCACY.



Self-led Advocacy. 3.1

Self-led advocacy is when individuals or groups advocate for their own rights, needs, and interests, rather than relying on others to speak for them. It involves empowering people to voice their concerns, make decisions, and take actions to influence policies, practices, and attitudes that affect their lives.

Importance:

Advocacy can lead to improved community support, better policies, increased resources, and greater awareness of the group's mission and activities.

3.1.1. Personal Level Advocacy

Personal level advocacy empowers individual members to champion their own and the group's interests, amplifying the collective voice and impact.

a) Empowering Members

Empowering members involves providing them with the necessary knowledge, skills, and resources to advocate effectively.

Example: Training members to advocate for their own interests, such as accessing training programs or community resources.

b) Sharing Personal Stories

Sharing personal stories involves leveraging individual experiences to connect with others emotionally and illustrate the impact of the group's work.

Example: Members sharing stories of personal growth and success achieved through participation in community projects or programs.

3.1.2 Steps in Self-Led Advocacy

1. Define the Issue

Importance:

Focuses efforts and resources.

Steps:

- Research the issue.
- Identify its impact.
- Set clear objectives.

Example: Financial literacy education need.

2. Educate and Empower Members

Importance:

Builds confidence and engagement.

Steps:

- Organize training workshops.
- Provide advocacy resources.
- Conduct role-playing exercises.

Example: Training on public speaking.

3. Develop Personal Stories

Importance:

Makes the issue relatable and compelling.

Steps:

- Conduct storytelling workshops.
- Arrange public speaking opportunities.
- Engage with media.

Example: Sharing impacts of financial literacy.

4. Identify Key Stakeholders

Importance:

Targets advocacy where it has the most impact.

Steps:

- Map potential stakeholders.
- Research their interests.
- Gather contact information.

Example: Local government officials.

5. Build Relationships with Stakeholders

Importance:

Facilitates collaboration and support.

Steps:

- Make initial contact.
- Schedule and attend meetings.
- Maintain regular communication.

Example: Meeting with a local business leader.

6. Create an Advocacy Plan

Importance:

Provides a clear roadmap.

Steps:

- Set objectives.
- Identify activities.
- Assign roles and set timelines.
- Monitor progress.

Example: Financial literacy advocacy plan.

7. Engage the Community

Importance:

Broadens support and increases visibility.

Steps:

- Host public events.
- Use outreach methods like flyers and social media.
- Collect community feedback.

8. Utilize Media and Communication Tools

Importance:

Reaches a broader audience.

Steps:

- Write press releases.
- Use social media for updates.
- Develop relationships with local journalists.

Example: Promoting events on social media.

9. Monitor and Evaluate Advocacy Efforts

Importance:

Ensures effectiveness and accountability.

Steps:

- Set indicators.
- Collect data.
- Review and adjust strategies.

Example: Evaluating workshop attendance.

10. Celebrate and Reflect

Importance:

Boosts morale and informs future efforts.

Steps:

- Celebrate achievements.
- Reflect on lessons learned.
- Document successes and challenges.

Example: Celebrating successful program implementation

Community Level Advocacy

3.2



Community-level advocacy involves efforts by individuals or groups within a community to promote and protect their collective interests and rights. This type of advocacy focuses on addressing local issues, influencing public policies, and creating positive changes within the community through organized actions, education, and collaboration with stakeholders.

Community level advocacy focuses on engaging with external stakeholders and mobilizing support for broader causes or initiatives. It involves;

3.2.1). Building Relationships with Key Stakeholders

Building relationships with key stakeholders involves establishing and nurturing connections with individuals or organizations that can influence or support the group's goals.

Example: Engaging with local government officials, community leaders, and businesses to gain support for community projects or policies.



3.2.2). Organizing Community Events

Organizing and participating in community events involves hosting and attending gatherings or activities aimed at raising awareness, engaging the public, and mobilizing support for the group's initiatives.

Example: Hosting workshops, forums, or demonstrations to educate the community about relevant issues or promote specific causes.

3.2.3). Media Engagement

Media engagement entails using various forms of media, including traditional outlets and social platforms, to disseminate information, share stories, and mobilize support.

Example: Using press releases, interviews, social media posts, and online campaigns to raise awareness and rally support for advocacy efforts.

3.3 Advocacy Strategies and Techniques



Advocacy strategies and techniques are methods used to influence public opinion, policies, and practices to achieve specific goals. They encompass a diverse range of approaches aimed at influencing decision-makers, shaping public opinion, and mobilizing support for specific causes or policies.

1). Lobbying

Lobbying involves direct engagement with policymakers or other influential individuals to advocate for specific policies, resources, or legislative changes.

Example: Meeting with elected officials, submitting written proposals, or participating in policy discussions to influence decision-making.

2). Public Campaigns

Public campaigns involve organizing coordinated efforts to raise awareness, mobilize support, and advocate for specific causes or issues through various channels and tactics.

Steps:

- a. Campaign Planning: Define goals, target audience, key messages, and tactics.
- b. Materials: Create posters, flyers, online content, and other campaign materials.
- c. Launch and Monitor: Launch the campaign through various channels and monitor its progress, adjusting as necessary.

Example: Launching online petitions, organizing rallies, or running multimedia campaigns to promote awareness and drive action on key issues.

3). Grassroots Organizing

Grassroots organizing focuses on mobilizing individuals and communities at the local level to advocate for change, often through decentralized, community-driven efforts.

Example: Building coalitions, organizing community meetings, or conducting door-to-door outreach to engage and mobilize supporters.

4). Coalition Building.

Coalition building involves forming alliances or partnerships with other organizations, groups, or stakeholders that share common goals or interests to amplify advocacy efforts.

Steps:

- a. Unified Message: Develop a consistent and convincing message for the campaign.
- b. Coalition Building: Form a coalition of like-minded groups to support the campaign.
- c. Action Plan: Create a detailed action plan with specific activities, timelines, and roles.

Example: Collaborating with like-minded organizations, community groups, or advocacy networks to leverage collective resources and influence.

5). Policy Analysis and Research

Policy analysis and research entail conducting in-depth assessments, studies, or evaluations to understand policy issues, identify opportunities for change, and inform advocacy strategies.

Example: Conducting surveys, gathering data, or commissioning research to analyze the impact of existing policies or to develop evidence-based arguments for policy reform.

6). Engaging Influencers and Ambassadors:

Engaging influencers and ambassadors in advocacy involves partnering with individuals who have significant reach and credibility to help promote your cause. These influencers and ambassadors can be celebrities, social media personalities, experts, or respected community leaders who support your advocacy efforts. They use their platforms and

influence to raise awareness, mobilize support, and amplify your message to a broader audience. This strategy leverages their visibility and reputation to attract attention, build credibility, and inspire action among their followers and the general public.

Steps:

- a. Identify Influencers: Find local influencers or respected community members who can champion your cause.
- b. Engage: Approach and engage them in your advocacy efforts.
- c. Support: Provide them with the necessary information and support to effectively advocate on your behalf.

Example: Enlisting a local celebrity to support a campaign for better community infrastructure.

7). Grassroots Advocacy

Grassroots advocacy involves mobilizing individual members, supporters, or constituents to engage in advocacy activities, such as contacting elected officials, participating in public hearings, or organizing community events.

Example: Encouraging members to write letters, make phone calls, or attend town/village hall meetings to express support for specific policies or legislative initiatives.

8). Digital Advocacy

Digital advocacy utilizes online platforms, social media, and digital tools to engage supporters, disseminate information, and mobilize action on advocacy issues.

Example: Using social media campaigns, online petitions, or digital storytelling to raise awareness, build community, and drive engagement around advocacy causes.

9). Direct Action

Direct action involves using nonviolent, challenging tactics aimed at raising awareness and pressuring decision-makers to address specific issues or concerns through public demonstrations, sit-ins, or civil disobedience.

Example: Organizing protests, marches, or rallies to draw attention to urgent or overlooked issues and demand immediate action from policymakers.

10). Corporate Advocacy and Campaigns

Corporate advocacy and campaigns focus on influencing corporate policies, practices, or behaviors through public pressure, shareholder activism, or consumer boycotts.

Example: Launching campaigns targeting companies to adopt sustainable practices, address social justice issues, or divest from harmful industries.

11). Community Organizing and Mobilization

Community organizing and mobilization in advocacy involve uniting people to address shared issues and achieve common goals. Organizing focuses on building relationships and networks within the community to develop strategies and empower members. Mobilization rallies the community to participate in advocacy efforts, such as protests, petitions, or public meetings. Together, these efforts strengthen community bonds and create a powerful collective voice to influence policy and drive social change.

Example: Facilitating community meetings, trainings, or workshops to build solidarity, foster leadership, and mobilize residents around shared goals or common interests.

12). Public Education and Awareness

Public education and awareness in advocacy involve informing and educating the general public about specific issues to increase understanding and support. This can be achieved through various methods such as informational campaigns, workshops, social media, and public events. The goal is to raise awareness, change perceptions, and motivate people to take action or support a cause.

Example: Developing educational materials, hosting informational sessions, or creating multimedia content to raise awareness, dispel myths, and promote informed public discourse.

Examples of Effective Influencing and Advocacy

Case Study 1: Advocacy for Training Programs

Scenario: A small group advocates for local government support to expand their community training programs.

Action Steps:

Engage Members:
Train members to share their personal success stories from the training programs.

2

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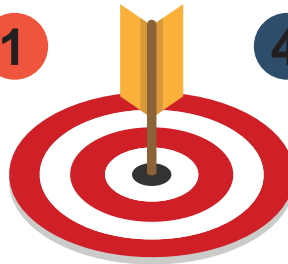
Lobbying:
Schedule meetings with local government officials to present data and personal stories.

Research:
Gather data on the benefits of training programs.

1

4

Media:
Write a press release and engage local media to cover the training programs and advocacy efforts.



By employing a diverse range of advocacy strategies and techniques, small groups can effectively influence policies, shape public opinion, and drive positive change in their communities. Whether through personal storytelling, grassroots organizing, digital advocacy, or coalition building, each approach offers unique opportunities to amplify voices, mobilize support, and advance shared goals. By combining these strategies strategically and adaptively, small groups can maximize their impact and create lasting change for the betterment of their community



Conclusion

4

NETWORKING AND PARTNERSHIPS



Partnerships:

Collaborations with other organizations, groups, businesses, or individuals to achieve shared goals.

Networking:

Building and maintaining relationships that provide support, resources, or opportunities.

Partnerships and networking provide access to new resources, increase credibility, enhance skills and knowledge, and open up opportunities for resource and collaboration.

Types of Partners:

Nonprofit Organizations (like charity groups or organizations): These are groups with similar missions or complementary goals that can collaborate on projects or initiatives.

Businesses: Local businesses can provide financial support, sponsorships, in-kind donations, or skill and experience.

Government Agencies: Local, regional, or national government bodies can offer resource, resources, or policy support.

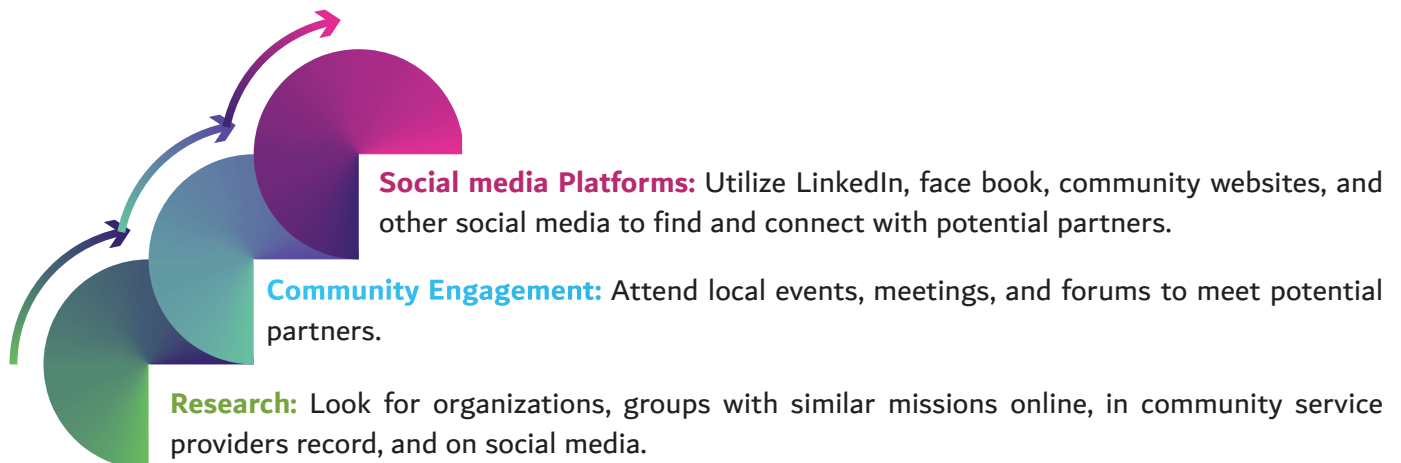
Educational Institutions: Schools, colleges, and universities can provide expertise, volunteers, research support, or facilities.

Community Groups: Other local groups or clubs that share similar interests or serve the same community can be valuable partners

Steps to Identify Potential Partners:

4.1 Identifying Potential Partners

Identifying partners means finding individuals or groups who share your goals and can collaborate with you effectively. It involves assessing their expertise, resources, and alignment with your objectives.



4.2 Building Relationships

In networking and partnerships, building relationships means forming connections and trust with potential collaborators. It involves finding common ground, showing value, and maintaining communication for mutual benefit and successful collaboration

Steps in Building relationships:

a) Initial Contact:

- Research: Understand potential partners' missions and values to fit your approach.
- Introduction: Introduce your group and its mission via word of mouth, email or phone. etc.

Example: "Hello, my name is [Your Name] from [Your Group]. We are a community savings group that also focuses on making liquid soap and providing community training..."

b) Developing Trust:

- Transparency: Be open about your group's goals, needs, and expectations.
- Consistency: Maintain regular communication and follow through on commitments.
- Shared Benefit: Ensure the partnership offers benefits to both parties.

4.3. Formalizing Partnerships

Formalization of partnerships entails establishing structured agreements, typically through contracts or memoranda of understanding, which detail roles, responsibilities, and terms for collaboration. This ensures clarity, accountability, and effective coordination between parties involved.

a). Creating Agreements:

- Outline Objectives: Clearly state the purpose and goals of the partnership.
- Define Roles: Specify the roles and responsibilities of each partner.
- Set Timelines: Establish a timeline for partnership activities.
- Agreement: Review and sign a Memorandum of Understanding (MOU).

b) Resource Sharing:

- Identify Needs: Determine needed resources and each partner's contributions.
- Allocate Resources: Outline how resources will be shared or used.
- Monitor and Evaluate: Regularly review resource-sharing arrangements.

4.4. Networking Strategies

Networking strategies involve setting clear goals, targeting relevant connections, communicating effectively, utilizing online platforms and attending events, following up regularly, and offering value to build and maintain relationships.

a). Attending Events:

- Preparation: Bring business cards, brochures, and an elevator pitch.
- Engagement: Actively engage with attendees, ask questions, and listen.
- Follow-Up: Collect contact information and follow up after the event.

b). Online Networking:

- Profile improvement: Ensure your group's online profiles are complete and up-to-date.
- Content Sharing: Share updates and success stories.
- Engagement: Join relevant groups and participate in discussions.

c). Local Community Engagement:

Actively participate in local community events, forums, and meetings to connect with other organizations, businesses, and individuals who share similar interests or goals.

d). Utilize Existing Networks:

Tap into existing networks and platforms such as religious groups, neighborhood associations, or cultural organizations to expand your reach and connect with potential partners.

e). Participate in Collaborative Projects:

Seek out opportunities to collaborate on community projects, events, or initiatives with other groups or stakeholders to build trust, rapport, and shared understanding.

4.5. Utilizing Partnerships for Community Impact

Utilizing partnerships for community impact involves collaborating with others to address local challenges and achieve shared goals. By pooling resources and expertise, partners can create positive change and benefit the community.

a). Collaborative Projects:

- Joint Planning: Plan projects together, ensuring both partners contribute.
- Shared Responsibilities: Divide tasks based on strengths and capabilities.
- Evaluation: Monitor project success and make adjustments.

b). Advocacy Campaigns:

- Unified Message: Develop a consistent message for the campaign.
- Coalition Building: Form alliances with like-minded groups.
- Action Plan: Create a detailed plan with specific activities and timelines.

Examples of Successful Partnerships and Networking:

- Youth Empowerment Program: Collaboration between a youth group and a nonprofit organization for leadership development.
- Environmental Advocacy Campaign: Coalition formed by an environmental advocacy group to address plastic pollution.

4.6. Observations Before Partnering:

- Before partnering, it's important to check if the other group shares your goals, has a good track record, has the resources and skills you need, communicates well, and is committed to the partnership. This helps make sure you can work together effectively to achieve your goals.
- Alignment of Values: Ensure that the potential partner's values align with those of your group to foster a fruitful collaboration.
- Track Record: Assess the partner's track record, reputation, and previous collaborations to measure their reliability and commitment.
- Capacity and Resources: Evaluate the partner's capacity and resources to contribute meaningfully to the partnership.
- Communication Style: Consider the partner's communication style and responsiveness to ensure effective collaboration and problem-solving.
- Legal Considerations: Review legal considerations such as liability, intellectual property rights, registration status, compliance and confidentiality agreements before formalizing partnerships.

Additional Networking Strategies:

- Strategic Alliances: Identify strategic alliances with organizations or individuals who share complementary goals and can amplify your group's impact.
- Professional Associations: Join professional associations related to your group's field to network with peers, share best practices, and access resources.
- Mentorship Programs: Engage in mentorship programs to connect with experienced individuals or organizations who can offer guidance and support.
- Informational Interviews: Conduct informational interviews with leaders in your field to learn from their experiences, insights, and networking strategies.

- Online Communities: Participate in online communities, forums, and social media groups relevant to your group's interests to expand your network and exchange ideas.
- Cultural Exchange Programs: Explore cultural exchange programs or international partnerships to broaden your group's perspectives and opportunities for collaboration.
- Strategic Planning Workshops: Host strategic planning workshops or brainstorming sessions with potential partners to identify shared goals and collaborative opportunities.

4.7. Challenges in Partnerships and How to address Them:

Challenges in partnerships are difficulties or obstacles that partners may encounter when working together towards common goals. These can include issues with communication, differences in priorities or objectives, limited resources, power imbalances, conflicts, sustainability concerns, trust issues, external factors, cultural differences, and challenges with evaluation and accountability.

- Misaligned Expectations: Clearly define roles, responsibilities, and expectations from the outset to prevent misunderstandings.
- Communication Breakdowns: Establish regular communication channels and schedules to ensure ongoing dialogue and problem-solving.
- Power Imbalances: Foster a collaborative and equitable partnership where all parties have a voice and decision-making authority.
- Resource Constraints: Identify potential resource gaps early on and explore creative solutions or alternative sources of support.
- Conflict Resolution: Develop processes for resolving conflicts or disagreements in a constructive and respectful manner to maintain positive relationships.

- **Sustainability Planning:** Incorporate sustainability planning into partnerships to ensure long-term viability and impact beyond initial collaborations.

4.8. How to Build Mutually Beneficial Relationships:

- **Establish Clear Objectives:** Clearly define the goals, expectations, and desired outcomes of the partnership from the outset to ensure alignment and mutual benefit.
- **Valuable Idea:** Explain the value plan of your group and what you bring to the partnership, whether it's specialized skills, local knowledge, community connections, or innovative approaches.
- **Open Communication:** Foster open, honest, and transparent communication with potential partners to build trust, clarify expectations, and address concerns or issues proactively.
- **Fair Resource Sharing:** Ensure that resources, benefits, and responsibilities are distributed fairly among partners based on their contributions, capabilities, and needs.
- **Collaborative Decision-Making:** Embrace a collaborative decision-making process where

all partners have a voice, share ownership, and contribute to shaping the direction and implementation of joint activities.

- **Monitor and Evaluate:** Establish mechanisms for monitoring, evaluating, and reviewing the partnership's progress, outcomes, and impact to identify areas for improvement and ensure accountability.
- **Exit Strategy:** Develop an exit strategy or likelihood plan in case the partnership does not meet expectations or circumstances change, allowing for a graceful and mutually respectful conclusion if needed.

“ Conclusion

In conclusion, effective networking and partnerships enable small groups to achieve their goals and create positive change. By identifying the right partners, building strong relationships, formalizing partnerships, and implementing strategic advocacy strategies, these groups can maximize their impact and drive meaningful community improvements.

The Sample Constitution.

**THE CONSTITUTION
OF
RIGHTSHOLDERS GROUP KITENGA,
MASAKA DISTRICT,
UGANDA.**

PREPARED BY: -

RIGHTSHOLDERS group members

P.O Box KITENGA. Masaka.

Rights holders constitution: 2

THE CONSTITUTION OF RIGHTSHOLDERS GROUP

PREAMBLE

We the members of RIGHTSHOLDERS GROUP realizing the need for promoting and uplifting the welfare of children, elderly and other vulnerable people for the purpose of strengthening their family wellbeing, fighting poverty, diseases and all forms of economic, social, political and religious barriers together with the desire to curb the problem of increasing illiteracy among the vulnerable population in general, we have noticed that such goals can't be achieved in isolation but in Organization with others contribution for a common goal for all.

We have NOW THEREFORE resolved and do HEREBY adopt this constitution for ourselves and others yet to come and join our organization.

ARTICLE 1.

The name of the organization shall be RIGHTSHOLDERS GROUP

ARTICLE 2.

AIMS/OBJECTIVES

- To help the elderly and children through providing them with basic needs like food, medication, water among others.
- To provide food to the needy and also give them capacity of growing their own food through provision of skills and acquiring land for farming for them.
- To bridge the medical treatment gap caused by the high costs of medical services through providing medical assistance.
- To provide education support to all those willing in form of formal and vocational skilling studies in order to bridge the high literacy levels gap.
- Provision of support to children whose rights have been violated.
- To build outstanding hope through spiritual support and building hope in vulnerable people to boost their capacities to live on their own.
- To provide skills training to the young mothers and youths after they are given starting capital.

ARTICLE 3

- The above aims or objectives will be achieved through the following activities.
- Community education of the public about the need and importance of promoting the general

- healthcare of the rural peasant communities through diseases prevention.
- Encouraging and calling up of dialogue through meetings, seminars and workshops to
- disseminate information related to, education, nutrition, human rights promotion and social
- needs among the rural uninformed poor communities.
- Children sponsorship and seeking bursaries for needy children to have education.
- Provision of education materials, learning projects, computers, and building the school
- structures, recreational centers and homes for the disadvantaged and vulnerable people.
- To set up vocational centers aimed at provision of life skill training like soap and pads making,
- bakery, carpentry and modern agriculture skills to the vulnerable children and potential elders.
- Seeking support for the needy in form of general basic needs through linking the needy to
- supporters.
- Mobilizing people with different expertise as volunteers to engage in supportive activities
- towards achieving an improved standard of living for vulnerable people.

CONSTITUTION AND POWER

1. The constitution shall be the supreme law of the organization and shall be binding to all members.
2. The General assembly shall be the supreme organ of the organization.
3. The day today running of RIGHTSHOLDERS GROUP shall be vested in the executive committee.
4. Any proposal to the constitutional amendment shall first be submitted to the executive committee for study and discussion. The executive committee shall then propose the amendment to all the members at the beginning of the General Assembly meeting.
5. Two thirds of permanent members shall be required to pass any constitutional amendment.

ARTICLE 4

MEMBERSHIP

1. The subscribers to the constitution of the Organization and such other persons who all apply for admission and be admitted in accordance with this constitution shall be members of the Organization. No person shall be admitted as a member of the organization unless he/she is approved and admitted by the General Meeting on recommendation of EXECUTIVE COMMITTEE, provided that upon application and payment of the prescribed fee if the executive committee deems it fit shall admit such person as a full member by the General assembly.
2. Every person who wishes to become a member shall deliver to the organization an application form for membership in such form as shall from time to time be prescribed and required to be executed by the executive committee.

3. Every person admitted to the Organization shall pay the following fee: - If he/she is an executive member -150,000 Ug Shs. per annum.
4. If any member fails to pay his annual subscription fee for any year within two month or if it is becoming due he/she shall be notified by the secretary and if within 4months of its becoming due the member fails to pay the same, he shall cease to be member of the organization but shall be eligible for re-admission on payment of all arrears due from him/her while a member.

QUALIFICATION OF MEMBERS

Volunteers with different expertise or experience and willing to commit and provide assistance in any form towards our cause of changing vulnerable lives shall automatically become life members, the following persons shall be eligible to be members of the Organization.

All persons irrespective of age, gender and ethnicity are eligible.

RIGHTS, DUTIES AND OBLIGATIONS OF MEMBERS

1. Any member/volunteer of the organization shall be entitled to free use and full benefit of all facilities and service of the organization however deriving and accruing to or provided by the organization and forming or being part and parcel of objects of the organization and shall have access to all reports including books of accounts and annual reports on request from the executive committee.
2. Any member of the Organization shall be entitled to freedom to complains to the executive committee, which shall address the same within two weeks from the time it was lodged.
3. No right or privileges of any member shall be transferable or transmissible but all such rights and privileges shall cease upon the member ceasing to be such, whether by death, retirement or otherwise.
4. A person who qualifies and is subsequently appointed a member shall be eligible to serve on the executive and to nominate or be nominated to elect or be elected to any office, committee of the organization after when his/her contribution to the organization is worth
5. 1.5 m Uganda shillings and has been a registered member for a period of two years
6. Members of the organization shall be equal and treat each other with respect
7. The organization staffs are volunteers that SHALL not expect salary for their contribution towards the objectives of the organization.
8. Members shall be bound with these articles.

CEASATION OF MEMBERSHIP

Membership of RIGHTSHOLDERS GROUP shall cease of member on:

1. Voluntarily resigning
2. Event of death
3. Ceasing to hold any of the qualification laid down in the constitution
4. A member may resign from RIGHTSHOLDERS GROUP by giving three (2) months' notice to the secretary

ARTICLE 5

THE PATRON

RIGHTSHOLDERS GROUP shall have a patron.

1. He/She shall be elected by the Executive members and founders.
2. The patron shall serve for a term of 2 years and shall be eligible for re-election for another term of office.

There shall be an adviser to the Organization who shall be elected by the executive committee and confirmed by the General assembly

ARTICLE 6

GENERAL MEETING ASSEMBLY

1. VACEC shall in each year hold a general meeting as its annual general meeting in the month of June and another in the month of December in addition to any other meetings in that year and shall specify the meetings such in the notices calling it and not more than six months shall elapse between the date of the Annual General Meeting of the organization and that of the next.
2. All general meetings other than annual general meetings shall be called Performance Review General Meeting.
3. The executive committee may, wherever they think/resolve fit, convene a performance review meeting, and the meeting shall also be convened on requisition by members representing not less than 30% of the members.

4. An annual general meeting and an extra ordinary meeting shall be called by twenty-one days' notice at least to the members and shall specify the date, place and hours of the meeting and the general nature of the business in case of an Extra Ordinary Meeting.
5. The general meeting shall be the supreme governing body of VACEC and shall for all intents and purposes be the final decision-making organ of the organization.
6. The accidental omission to give notice of the meeting or to the non-receipt of a notice by any member shall not invalidate the proceedings at the meeting.
7. The general meeting shall have power by resolution to amend these articles from time to time provided such amendment shall at all times be passed by at least 75% of members present with a right to vote.

PROCEEDINGS AT GENERAL MEETING

1. All business shall be deemed special that is transacted at an Extra-Ordinary meeting and also that is transacted at an Annual General Meeting, with the exception of the consideration of the accounts, balance sheets, and reports of the Executive committee and Auditors, the election of the Executive Committee in the place of those retiring and the appointment, and the fixing of the remuneration of the Auditors, and the approval of new policies and formulation of plan of action.
2. No business shall be transacted at any General Meeting unless a quorum member is present at the time when the meeting proceeds to business, save as herein otherwise provided, that more than half of the registered members present in person or by proxy shall be a quorum.
3. If within half an hour from the time appointed for the meeting a quorum is not present, the meeting if convened upon the requisition of members, shall be dissolved in any other case it shall stand adjourned to the same day in the next week, at the same time and place as or to such other day at such other time and place as the members may determine ,and if at the adjourned meeting a quorum is not present within half an hour from the time of appointment for the meeting, the members present shall be a quorum
4. The executive director of the board of executive committee shall preside as chairman of every general meeting of the organization or if he/she shall not be present within fifteen minutes after the time appointed for the holding of the meeting or if he is unwilling to act as the program officer shall act as the chairperson of the meeting.
5. The executive director in his/her absence, the program officer shall preside at every general meeting of the organization or if neither shall be present within 15 minutes after the appointed time of the meetings then the executive committee members present shall elect one of their members to be chairperson of the meeting.

6. The executive director may, with the consent of the meeting at which a quorum is present adjourn the meeting from time to time and from place to place but no business shall be transacted at any adjourned meeting other than the business left unfinished at the meeting from which the adjournment took place.

PROVIDED that if the adjournment is for more than ninety days then fresh notice shall be issued as if it is a new meeting.

7. At any General Meeting a resolution put to the vote of the members shall be decided on by a show of hands and in case of any equality of votes the chairperson of the meeting at which the show of hands shall be entitles to a second casting vote.
8. Every member shall have one vote subject to the exception herein stipulated in respect of the subscribers or life members.
9. No members shall be entitled to vote at any General meeting unless all monies presently payable by him to the organization or owing from him on any account of the organization have been paid.

ARTICLE 7

THE EXECUTIVE COMMITTEE

The general assembly shall set up an executive committee (hereinafter called the committee)

1. This committee shall be the governing body of RIGHTSHOLDERS GROUP shall subject to the provisions of this constitution and directives issued by the General/Assembly.
2. There shall be an executive committee for the administration of the affairs of the organization comprised of the following:
 - Executive director
 - Program Manager
 - Finance Secretary
 - General Secretary
3. This committee shall be confirmed by the members of RIGHTSHOLDERS GROUP during
4. the annual general meeting.
5. Members of the committee shall serve for a 1-year term and are eligible for re-election, but the General Assembly may for sufficient cause remove all or any of them at any time.

ARTICLE 8

DUTIES OF THE EXECUTIVE COMMITTEE

The Executive Committee shall have power to formulate, initiate, execute and determine policies and work out programs and activities for the society subject to regular consultation with the General assembly.

The executive director

1. The executive director shall be the chief Executive of the organization.
2. He /she shall preside over all Executive Committee meetings of the organization.
3. He /she shall have a casting vote.
4. The executive director shall present an annual performance report for all departments to the executive committee.
5. He /she shall perform all such functions as provided for by the constitution and as determined by the committee from time to time as he/she deems fit or until he resigns or dies.
6. The executive director shall have power to call special general meetings.
7. Executive Director shall represent VACEC on important functions and perform such other duties as may be directed by the General Assembly or the Committee.
8. Shall be the Chief Administrative Officer of RIGHTSHOLDERS GROUP
9. Shall work in co-ordination with other members of the Executive Committee to promote the objectives of the organization.
10. Shall be a principal-signatory to all the DOCUMENTS of RIGHTSHOLDERS GROUP

The program Manager.

- Shall preside over meetings of the Executive Committee in the absence of the executive director.
- Shall perform other duties that would have been performed by the executive director in his absence.
- Shall perform any other duties as may be assigned to him /her by the Executive Committee

THE SECRETARY

- Shall prepare the agenda for every meeting of RIGHTSHOLDERS GROUP and give notice in time to all members of VACEC about any meeting.
- Shall record and read minutes of previous meetings and any other correspondences and tiles of RIGHTSHOLDERS GROUP
- Shall register new members and keep an up to date register of all member of RIGHTSHOLDERS GROUP
- Shall perform any other duties as may be assigned to him by the committee.

FINANCE MANAGER

- Shall manage or cause to be managed, all the financial affairs of RIGHTSHOLDERS GROUP in the most competent manner and in accordance with established accounting procedures and practices.
- Shall collect and receive all monies payable to the organization and to issue receipts, and to ensure that proper records are kept of all monies received and paid out by VACEC, its assets, liabilities, capital and reserves, and its income and expenditure.
- Shall ensure the safety of all the organization monies and shall keep in proper manner the books of accounts of the organization.
- Shall prepare and present financial statement during all meetings or when the situation may require.
- Shall be the purchasing officer in liaison with the secretary and any or other authorized member and the annual general meeting.

QUALIFICATIONS OF EXECUTIVE MEMBERS

A member shall not be elected in the position of the Executive Committee if he or she is adjudged bankrupt, convicted in a criminal case and or being not of high moral turpitude or is against or opposed to the objectives of VACEC.

REMOVAL OF OFFICE BEARERS

A member of the executive can be censured if they are accused by ten (10) members of gross mis- conduct and in the event of being adjudged bankrupt, convicted of criminal offence, being incompetent or denounces the organization.

ARTICLE 9

THE TRIBUNAL

- There shall be established Tribunal.
- The tribunal shall consist of 6 members elected by the General Assembly.
- The member of the tribunal shall elect the President and Vice President of the Tribunal amongst themselves.
- Appeals against decisions of the Tribunal may be submitted to, and shall be considered by, the executive committee whose decisions would be established by majority vote and shall be final.
- The Tribunal may adopt any regulations which shall not violate this constitution to regulate its own proceedings provided that every Tribunal shall keep a full record of its proceedings.
- Proceedings before the tribunal shall be public, unless the president of the tribunal shall deem it advisable on reasonable grounds or in the general interest of mission to hold them in private.

ARTICLE 10

AUDITOR

There shall be an appointed EXTERNAL auditor by the committee to audit all the accounts of VACEC and perform all duties as are imposed by the Constitution in force. No volunteer member/employee of VACEC shall be eligible to act as Auditor

ARTICLE 11

FINANCE

1. The financial resources of RIGHTSHOLDERS GROUP shall consist of:
2. Membership fee and Annual subscription fees of Ug.shs 50,000 for full members as may be determined by the General Assembly.
3. Donations
4. Grants
5. Other forms of income which shall be through lawful income generating activities by the organization consistent with the provisions of this constitution.

6. RIGHTSHOLDERS GROUP shall open a bank account for the purpose of the safe keep of its monies
7. The Finance Secretary with any two of the following members of the executive shall be the signatories of the account of the organization.
 - The Finance manager
 - The Executive Director
 - The Program manager
8. Any cash, Cheque or Bank Draft received in the name of the organization shall be receipted immediately and banked within forty-eight hours. Any delay in banking such money must be sufficiently explained in writing by the person concerned.
9. All books of accounts shall be kept by the Treasurer and shall be audited by the Auditors appointed by the annual General Meeting and the Auditor's report shall be presented before the Annual General Meetings.

ARTICLE 12

BOOKS AND RECORDS

The organization shall keep up to date records in proper business-like manner, such Account and such Records books as provided for under this constitution or as may be directed from time to time by the Committee and General Assembly in particular the organization shall at all times keep the following books.

- i. Membership registers showing all essential particulars of each member of the organization.
- ii. Minute books for all meetings of VACEC
- iii. Cash books showing the details of all monies received by and paid out by VACEC
- iv. Receipt books in the name of RIGHTSHOLDERS GROUP.
- v. Bank passbooks in the name of. RIGHTSHOLDERS GROUP
- vi. Such other records and books as the committee may deem necessary.

ARTICLE 13

MISCELLANEOUS

1. During any election, the Executive Director shall call for nominations from the floor, which nominations shall each be seconded at least by two (2) members with voting rights. After closing nominations, voting shall follow in a democratic manner.

2. All full members who have paid all their dues are eligible to vote or to be voted for to any office of RIGHTSHOLDERS GROUP.
3. All elections shall be by show of hands unless a secret ballot is specifically requested for by a majority of the members present and voting.
4. There may be voting by proxy. A letter of authority to vote by proxy must be duly signed by the member requesting for it and should be addressed to the Executive Director.

ARTICLE 14

DISSOLUTION

1. RIGHTSHOLDERS GROUP shall only be dissolved by a resolution passed by 2/3 of the members present at a properly constituted Annual General Meeting.
2. If upon winding up or dissolution of RIGHTSHOLDERS GROUP there remains after satisfactory settlement of all its debts and liabilities, any property whatsoever shall not be paid or distributed among the members of RIGHTSHOLDERS GROUP, but shall be transferred to some charitable Organization or an Organization of a similar nature.

Rightsholders members and the signatures

- 1.....
- 2.....
- 3.....
- 4.....
- 5.....
- 6.....
- 7.....
- 8.....

Group Name: Rightsholders group

Address.....

Contact.....

____ / ____ / 202____

RE: LOAN AGREEMENT DISBURSEMENT FOR MEMBERS SHS _____

Name _____ Village _____

Subcounty _____ Contact _____

Amount borrowed shs _____ (_____).

Service charge _____ Loan period _____ months. Loan schedule: Start Date: _____ End Date _____ Installment Amount: _____.

Commitment In case I don't pay in time, a fine of 1% everyday exceeded. For loan default, offset through members shares and balances will be deducted from guarantors' shares, once not cleared & the defaulter will be taken to higher authorities.

Borrower Name: _____ Signature _____

Guarantors;

Name	Responsibilities	Signature
1. _____	_____	_____
2. _____	_____	_____
3 _____	_____	_____
4. _____	_____	_____

TDA Loan committee;

Name	Responsibility	Signature
1. _____	_____	_____
2. _____	_____	_____
3 _____	_____	_____

Paid five hundred (500=) per sheet



We acknowledge the partnership and contribution received from these organisations towards the formulation of this reference document.

