



# Annual Report 2010

From the Departments of

Biblical Training  
Community Outreach  
Estate

Presented to the Board of Directors  
Sufficiency of Scripture Ministries

January 2011

**TABLE OF CONTENTS**

I	Biblical Training Department	Page 3
II	Community Outreach Department	Page 19
III	Estate Department	Page 33

SUFFICIENCY OF SCRIPTURE MINISTRIES (SOS)  
*Empowering Uganda with the hope of God's Word*

BIBLICAL TRAINING DEPARTMENT ANNUAL  
REPORT 2010

Pastor Jotham Muwonge, Biblical Training Department Manager

I thank God for what He has enabled us accomplish for the year 2010. As a Biblical Training Department we planned to have several things in the year 2010, of which 90% were accomplished to the praise of God. We planned to have 8 conferences, 8 pre-mobilization meetings, 8 mobilizations, 8 post-conference meetings, setting up a clear leadership plan for the model Church, and to have some staff trained. I am happy to say that God has been so gracious to us and much of the above has been done. Although we have had much success, there have also been some challenges. Therefore, the following is the detailed report for the year 2010:



*Mobilization for Eastern Conference*

## Conferences

### *1. Central Buganda Diocese Conference (Church of Uganda) Pre-mobilization meeting:*

The purpose of this meeting is to prepare for the mobilization of the pastors who come to attend the conferences. This meeting took place in the previous year and was between the top leadership of Central Buganda Diocese or “CBD” (Bishop and all the Archdeacons) and the C.E.O of SOS, together with the Head of Biblical Training Department. It took place on October 28, 2009 at Mpigi.

#### **Mobilization:**

This also took place in the previous year and it was done by Anthony and Jotham. It began on November 9<sup>th</sup> and ended on November 13, 2009.

#### **Conference:**

This conference took place at Paris Palais St. Lawrence School.

It began on January 11 and ended on January 15, 2010. It took five days in all. The participants included the leaders of the laity, Lay readers, the Reverends, the Archdeacons, the Diocesan Secretary, and the Bishop who closed the conference. The total number of the participants was 167. The theme for the conference was *The Glorious Gospel: Romans 1-4*, with the exposition of those four chapters in the main sessions and in the devotional groups. The main speaker was Shannon since it was exposition of one book.

#### **Post — Conference Meeting:**

In this meeting we look at the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. So, this meeting was held on March 30, 2010 at Mpigi. It was attended by the Dean of the Diocese, the Diocesan Secretary, two Archdeacons and the Biblical Department Manager of SOS Ministries.

#### **Successes and Achievements (Strength)**

- (a) The messages which were preached were very clear and the preacher was very bold.
- (b) The worship music was better than we have ever had. It was inspirational and very worshipful. Bosco, the music director, and Shannon's wife, Danielle, were very good because they taught the songs and explained them to the people before they began to worship.
- (c) The conference helped us to know the spiritual stance of the participants and their knowledge concerning salvation. This was seen from the way they answered both the pre-conference and post conference questions.
- (d) The food was very good and the kitchen staff was under the leadership of Cannon Christopher, who was punctual at every time a meal was needed.
- (e) The conference taught us to be patient and gracious to the people, especially those who

asked unnecessary questions.

- (f) The translators were very good because they translated accurately what the speakers taught.
- (g) The SOS group did a commendable job in the way they prepared the beds, set up the tent, and the way they served the people.
- (i) The game competitions were very good since many pastors participated together, and this created unity among them.
- (j) The devotional groups were very good since the participants were taught how to use their Bibles.
- (k) The facilitation, in terms of sleeping, was very good because of the beds, electricity and water.
- (l) The transportation of the members from distant places was highly appreciated.
- (1) The mobilization method was commendable for its help both to SOS and the Diocese, in order to reach the people at distant places.
- (m) The participants were orderly and attentive throughout the sessions.
- (n) Generally, we achieved our goal of showing the people the power of the Gospel and to tell them that we all need God's righteousness.

### Challenges (Weaknesses)

- (a) Some participants were indignant when they were told that they are not saved and they are just being religious, and therefore they need God's righteousness.
- (b) The attendance of the people was lower than expected.
- (c) Some devotional group leaders who were taught what to do did not show up. This forced us to use those we did not teach before.
- (d) SOS had fear that there was opposition from some individuals, but the leadership of the Diocese encouraged us not to fear because there was no opposition.
- (e) The speed which was used in teaching was too high, and some translators, especially the Dean, lost track, and some participants could not follow properly.

### Opportunities

- (a) There is the opportunity of building up and discipling many church leaders who are currently lacking in the church now.
- (b) The lay readers will get the opportunity of knowing how to read the bible and to teach it to the others.
- (c) Interaction among church leaders is enhanced in the whole Diocese as they come to the conference.
- (d) The leaders are given the opportunity of having a quiet time for a week to talk with God. This serves as a retreat time.
- (e) The mobilization enables the leaders of the Diocese and SOS to go to places they would previously not been able to go.

### Threats

- (a) For Central Buganda Diocese, the continuous attack of the church traditions is the major threat.
- (b) Another threat for CBD is the attack to the Prayer book.
- (c) For SOS the threat is the lack of support from the Diocese, as seen by the decrease of the

attendants and the undisciplined behavior of some of the participants.

## ***2. East and North East Baptist Conference Pre-mobilization meeting:***

The purpose of this meeting is to prepare for the mobilization of the pastors who come to attend the conferences. This meeting took place in the previous year and was between the top leadership of these two regions (Overseers and Assistants) and the C.E.O of SOS, together with the Head of Biblical Training Department. It took place on October 5 at Kumi.

### **Mobilization:**

This also took place in the previous year and it was done by Christopher and Jotham. It began on November 23 and ended on December 2, 2009.

### **Conference:**

This conference took place at Teso College Aroet in Soroti. It was from January 25 to January 29, 2010. It took five days and was attended by pastors, church leaders, and congregational members. The total number of the attendants was 500. The theme for the conference was *Supremacy of Scriptures*. All the messages were to build and prove the supremacy and authority of scripture. The devotional teachings were from the letter of I John.

### **Post – Conference Meeting:**

In this meeting we basically look at the SWOT analysis. This meeting was held on March 13, 2010 at Kumi. It was attended by the Overseer of the Eastern Region, his assistant, the Treasurer of BUU (Baptist Union of Uganda), the representatives of the Overseer of the North-Eastern Region, and The Biblical Department Manager SOS.

### **Successes and achievements (strength)**

- a) The messages were clear and very good and the preachers were bold.
- b) The worship under the leadership of Bosco was very good. Bosco taught the people new songs and explained the meaning of the songs to them.
- c) SOS team worked very hard, especially in setting the rooms up for sleeping, and in general they served the people very well.
- d) The turn out of the participants was very good.
- e) The unity between SOS and BUU and the Regional leaders was very good.
- f) The game competitions were good and people enjoyed them.
- g) The leaders of BUU supported the conference both in service and in paying for the venue.
- h) The leaders of the BUU attended the conference. The regional overseers participated in the mobilization of the Pastors.
- i) The conference brought unity between the two Regions. The members said that this was the first time the two Regions met.
- j) The participants were eager and ready to learn. They were attentive all the time.
- k) The participants took part in all the planned activities and were timely.

- l) The orderliness of the participants was good.
- m) The facilitation which was done by SOS in terms of food, beds, study material, and mobilization, was very good.
- n) The first aid which was provided to the people was so helpful.
- o) The game competitions were good because they refreshed the pastors' minds.

### Challenges (Weaknesses)

- (a) Time management for some participants and speakers was poor.
- (b) The attendance of pastors from Bukedea and Kumi was low.
- (c) Some participants tried to take advantage of some of the Americans by asking for money.
- (d) The worship team did not keep the time well especially when Bosco, the music director, was not there.
- (e) The communication system was poor because there were several translators in different languages in the same hall.
- (f) Some pastors were sleeping, especially after lunch when the sessions were going on.
- (g) Some pastors did not want to help with the work of putting out the mattresses they slept on.
- (h) Some dormitories did not have light.
- (i) All of the workbooks were in English and there were many people who could not read English.
- (j) Some pastors feared to associate with the visitor from America because they might be mistaken to have been asking for money.
- (k) The devotional leaders were not met with on Sunday night as was planned.
- (l) The title on the booklet was showing Youth Conference even though this was a conference for pastors.

### Opportunities

- (a) Pastors who have not had a chance to be trained can be trained here.
- (b) SOS has a wide field to preach and teach the word of God.
- (c) BUU and SOS have the chance to share in a common goal and to build a good working relationship.
- (d) SOS has the opportunity of impacting and checking the operations of BUU.
- (e) SOS and BUU reach the places which would be hard to go to. This is done during the mobilization.
- (f) Creation of friendship both locally and internationally is accomplished.
- (g) Many of the peoples' questions get answered.

### Threats

- (a) Financial facilitation for BUU.
- (b) Disasters like land slides, diseases, political instability in the two regions.
- (c) Few convenient venues for the conference in the regions.
- (c) Diminishing attendance of the pastors is a threat to SOS.
- (d) Continual misbehavior of the participants.
- (e) Continually begging the visitors

### ***3. West and South-West Baptist Conference Pre-mobilization meeting:***

The purpose of this meeting is to prepare for the mobilization of the pastors who come to attend the conferences. This meeting did not take place, but the issues were discussed over the phone by Shannon and the two overseers.

#### **Mobilization:**

This took place beginning from March 1<sup>st</sup> to March 8, 2010. It was done by Shannon, Jotham and Edward.

#### **Actual Conference:**

This conference took place at Nyakasura School in Fort Portal. It began April 26<sup>th</sup> to April 30, 2010. It took five days. It was attended by pastors, church leaders, and members of the congregation. The total number of the attendants was 300. The theme for the Conference *was Supremacy of Scriptures*. So all the messages were to build and prove the theme. The devotional teachings were from the letter of I John.

#### **Post — Conference Meeting:**

In this meeting we basically look at the SWOT analysis. So, this meeting was held on July 27, 2010 at Masaka. It was attended by the two Overseers, their assistants, and the Biblical Department Manager of SOS.

#### **Successes and achievements (strength)**

- (a) The messages were clear and very good and the preachers were bold. The teaching were very good because through them the participants were exposed to the real understanding of the bible.
- (b) The worship under the leadership of Bosco was very good. Bosco taught the people new songs and explained the meaning of the songs to them.
- (c) The pastors were taught how to exposit the bible. This was teaching them that the bible can speak for itself rather than interpreting it in their own ways.
- (d) Through the conference the Associations of Bululi and Kyangware discovered that they were cared for, and as well had other brothers else where. This is because they had taken long without seeing any BUU leaders.
- (e) SOS team worked very much, especially in setting the rooms for sleeping in and in the general service to the people.
- (f) The turn out of the participants was very good.
- (g) The unity between SOS and BUU and the Regional leaders was very good.
- (h) The game competitions were good and people enjoyed them.
- (i) The leaders of BUU supported the conference both in its service and in paying for the venue.
- (j) The leaders of the BUU attended the conference. Also, the regional overseers participated in the mobilization of the pastors.

- (lc) The conference brought unity between the two Regions. The members said that this is the only time the two Regions meet together.
- (l) The participants were eager and ready to learn. They were attentive all the time.
- (m) The participants took part in all the planned activities and kept time at all times.
- (n) The orderliness of the participants was good.
- (o) The facilitation which was done by SOS in terms of food, beds, study material, mobilization, was very good.
- (p) The first aid which was provided to the people was so helpful.
- (q) The game competitions were good because they refreshed the pastors' mind.

### Challenges (Weaknesses)

- (a) Time management of some participants and speakers was poor.
- (b) The role of BUU Secretariat, SOS, the Overseers and the pastors as regards to the conferences is not clear to the participants. That is why some pastors are not even ready to pay their own transport to the venue. So, we need to organize a meeting for all the overseers in which we have to tell them the role of SOS, BUU Secretariat, The Overseers and then the pastors.
- (c) We should be wise as we help the participants with transport, as this might spoil them and make them weak to contribute to the conference as was agreed upon.
- (d) Some churches send in participants who do not qualify to come because when they go back they do not benefit the local Churches at all. So, the Overseers should take up the role of recommending those who should come to the conference.
- (e) The communication system was bad because there were several translators in different languages in the same hall.
- (f) There is a weakness in following up what the pastors do when they go away from the conferences. So, we need to follow up and see what they do in their churches.
- (g) All the workbooks were in English and yet there were many people who could not read English.
- (h) The pastors who were going back to Kisoro and Kabale faced some challenges because their truck was overloaded. So, instead of giving them the truck we should give them one way transport.
- (i) The conference was again put in the Western region where it was last year. We should change and rotate the conference venues in both regions. So, the overseers took up the role of determining the venue of the conference.
- (j) There are some teachings which were traditionally discussed and decided upon by BUU how they should be conducted. These issues include marriage, baptism, Holy Communion and qualities of a pastor. So, when Shannon is teaching he should be careful not to contradict with what was agreed upon.
- (k) The Overseers were not well facilitated in terms of airtime and transport during their local mobilizations.

### Opportunities

- (a) Pastors who have not got any chance to be trained can be trained here.
- (b) SOS has a wide field to preach and teach the word of God.
- (c) BUU and SOS have the chance to share in common and to build a good working relationship.

- (d) SOS has the opportunity of impacting or of checking the operations of BUU.
- (e) SOS and BUU reach the places which would be hard to go to. This is done during the mobilization.
- (f) Creation of friendship both locally and internationally.
- (g) Many of the peoples' questions get answered.

### **Threats**

- (a) Financial facilitation for BUU.
- (b) The Overseers and Pastors being unaware of their role.
- (c) Continued unreliable government programs and schedules.
- (d) Diminishing attendance of the Pastors is a threat to SOS.
- (e) Continual misbehavior of the participants.

### ***4. Central and South-East Baptist Conference Pre-mobilization meeting:***

The purpose of this meeting is to prepare for the mobilization of the pastors who come to attend the conferences. This meeting took place between the two overseers and their assistants and the C.E.O. of SOS. It took place on October 2, 2009 at Iganga.

#### **Mobilization:**

This took place beginning from 5<sup>th</sup> to 7<sup>th</sup> and resumed from 12<sup>th</sup> to 17<sup>th</sup> April 2010. It was done by Anthony, Jotham, and Edward.

#### **Actual Conference:**

This conference took place at Jinja Secondary School in Jinja. It began on 10<sup>th</sup> and ended on 14<sup>th</sup> May 2010. It took five days. It was attended by Pastors, Church leaders, and members of the congregation. The total number of the attendants was 300. The theme for the Conference was *Supremacy of Scriptures*. So all the messages were to build and prove the theme. But the devotional teachings were from the letter of I John.

#### **Post — Conference Meeting:**

In this meeting we basically look at the SWOT analysis. This meeting was held on 16<sup>th</sup> July 2010 at Busembatia. It was attended by the two Overseers and their assistants and The Biblical Department Manager of SOS.

#### **Successes and achievements (strength)**

- (a) The messages were clear and the preachers were bold. As a result the participants were helped to know more about the false teachers and to distinguish them from the true teachers. The participants were also challenged to evaluate themselves whether they are themselves false teachers or not. They were also encouraged and strengthened to stick to the truth.
- (b) The worship under the leadership of Bosco was very good. Bosco taught the participants new songs and explained the meaning of the songs to them. This worship was not entirely

Western and not entirely African. So it was a mixture and as a result people were able to worship freely.

- (c) SOS team worked very much with humility and servant hearts especially in setting the rooms for sleeping in and in the general service to the people.
- (d) The turnout of the participants was good. The pastors were many this time compared to the few who attended last year. This good turnout was due to the good mobilization which was organized by SOS.
- (e) The unity between SOS and BUU and the Pastors who came from different associations and regions was very good. SOS works out very respectfully with BUU even if they put in much. In other words, they do not dominate like the big brothers.
- (f) The game competitions were good and people enjoyed them because they refreshed their minds.
- (g) The leaders of BUU supported the conference both in service and in paying for the venue.
- (h) The leaders of the BUU attended the conference, and the regional overseers participated in the mobilization of the Pastors.
- (i) The conference brought unity between the two Regions. The participants were able to interact with others Pastors whom they had taken long to see or whom they had never seen.
- (j) The participants were eager and ready to learn. They were attentive all the time.
- (k) The participant participated in all the planned activities and kept time at all times.
- (l) The facilitation which was done by SOS in terms of food, beds, study material, mobilization was very good.
- (m) The first aid which was provided to the people was so helpful.

### Challenges (Weaknesses)

- (a) Time management to some participants and speakers was poor.
- (b) The attendance was not very good as expected. This was because some BUU mobilizers did not put in much time to mobilize as expected.
- (c) Some participants showed cases of indiscipline especially when they abused all SOS members for not giving them money.
- (d) The communication from some leaders was inciting because they told people to make lists because they were going to be given money yet there was no money.
- (e) There was a problem of power at the venue and as a result the lighting system was not good both in the main hall and in the dormitories.
- (f) The relationship with the school and SOS was not so good because SOS was not happy by the half-darkness that they operated in yet they paid for everything. And at the same time the school management was not happy because their gate was cracked. But when SOS thought about reconciliation, the administration and especially the head teacher refused.
- (g) Some devotional leaders were incompetent. They did not prepare themselves well. So we need to give the devotional booklets in time for better preparation.
- (h) The time of question and answer was intense because some participants even wanted to quarrel. We need to plan it well for effective learning.
- (i) People from one association were put in one group which was not good. We need to mix the participants for easy interaction.

## Opportunities

- (a) Pastors who have not got any chance to be trained can be trained here.
- (b) SOS has a wide field to preach and teach the word of God.
- (c) BUU and SOS have the chance to share in common and to build a good working relationship.
- (d) SOS has the opportunity of impacting or of checking the operations of BUU.
- (e) SOS and BUU reach the places which would be hard to go to. This is done during the mobilization. The Pastors also get the opportunity of visiting new places.
- (f) Creation of friendship both locally and internationally.
- (g) Many of the peoples' questions get answered.
- (h) The Pastors get the chances of meeting with their leaders whom they would not meet.
- (i) BUU gets the chance gathering Pastors who would find it hard and costly to go to Kampala.

## Threats

- (a) Financial facilitation for BUU.
- (b) Diminishing attendance of the Pastors is a threat to SOS.
- (c) Continual misbehavior of the participants.

### ***5. National Youth Conference: Pre-mobilization meeting:***

The purpose of this meeting is to prepare for the mobilization of the Pastors who come to attend the conferences. We had several of these meetings; for example, on 27<sup>th</sup> May we had one for road-mapping, on 4<sup>th</sup> June we had one for mobilizers, and on 19<sup>th</sup> July we had one for the evaluation of the mobilization. All these meetings took place at BUU offices in Kampala and were attended by the National Youth Director BUU, The National Youth Chairman, other Youth Leaders and the Biblical Training Manager SOS.

#### **Mobilization:**

This took place beginning from 7<sup>th</sup> to 12<sup>th</sup> June. It was done by volunteer BUU youths who were 8 in number from Kampala. They were joined by the Regional Youth Leaders and Associational leaders from every region.

#### **Actual Conference:**

This Conference did not take place because of the government change of the schools' time table. This conference was scheduled to take place on 30<sup>th</sup> August to 3<sup>rd</sup> September 2010. The Theme for this conference was: *Highly Exalted God*. It was going to take place at Nile High School in Mukono. It was therefore rescheduled for next year.

### ***6. Northern and West Nile Conference Pre-mobilization meeting:***

The purpose of this meeting is to prepare for the mobilization of the Pastors who come to

attend the conferences. This meeting took place on 5<sup>th</sup> June 2010 at Gulu. It was attended by the two overseers and their assistants and the Biblical Training Manager.

#### **Mobilization:**

This was done by Jotham. It began on 28<sup>th</sup> June and ended on 6<sup>th</sup> July 2010.

#### **Actual Conference:**

This conference took place in Gulu at a school called Laroo Boarding Primary school. It began on 23<sup>rd</sup> August 2010 and ended on 27<sup>th</sup> of the same month. It took five days in all. The participants included the Pastors and the Assistant Pastors. The total number of the participants was 250. The theme for this Conference was *Supremacy of Scripture*. There were devotional group meetings as it was with the previous conferences. All the messages used in the devotional meetings were from the letter of 1 John.

#### **Post – Conference Meeting:**

In this meeting we basically look at the SWOT analysis. This meeting was not formally held but we had conversations over the phone.

#### **Success / Achievements**

- a) The messages which were preached were very good because they were exposed from the bible alone and were touching to the heart.
- b) The speakers, that is to say Shannon and Able, were very clear, bold and lively. This made the listeners attentive all the time.
- c) The devotional groups were successful since the participants kept time and participated well.
- d) The worship through music was very good since it was leading people to the true worship of God. The songs were mixed both in local language and English.
- e) The questions that were asked by the Church Leaders were answered well since all the answers based on the bible.
- f) The quality of the food served during the conference was very good. This was because the participants appreciated it.
- g) The mobilization for the Pastors around these two regions was very fruitful because it resulted in a big number of participants and the unity between the Pastors and SOS was strengthened.
- h) There was a sweet unity between the Regional Overseers and SOS leadership. These leaders were lovely, committed and responsible.
- i) It created unity among the Pastors from the different parts of the regions. This was because they were mixed in their devotional groups and teams for games.
- j) There was good time keeping for every activity in the conference that is to say, the time keepers were always on time and the speakers also kept time.
- k) The game competitions were good and ended with no serious injury.

### Challenges / Areas to improve

- a) Shannon taught for the most part which resulted in him getting so tired and later developed some malaria. The concern was that could we not get any other teacher to help him.
- b) We did not have enough traditional instruments to use during worship. We should allow the local people to bring their own instruments to enhance worship.
- c) All the booklets were printed in English yet there were people who could not read English. So we need to consider translating our booklets in several local languages.
- d) There was much struggle to get the venue and the one we got was so expensive compared to the ones we always get.
- e) The number of the participants was lower than it was in 2009. The causes may be were the season for taking the children back to school and harvesting season.

### Opportunities

- a) Pastors who have not got any chance to be trained can be trained here.
- b) SOS has a wide field to preach and teach the word of God.
- c) BUU and SOS have the chance to share in common and to build a good working relationship.
- d) SOS and BUU reach the places which would be hard to go to. This is done during the mobilization. The Pastors also get the opportunity of visiting new places.
- e) Creation of friendship both locally and internationally.
- f) Many of the peoples' questions get answered.
- g) The Pastors get the chances of meeting with their leaders whom they would not meet.
- h) BUU gets the chance to gather Pastors who would find it hard and costly to go to Kampala.

### Threats

- a) Financial facilitation for BUU.
- b) Diminishing attendance of the Pastors is a threat to SOS.
- c) Continual misbehavior of the participants.

### Conclusion

Generally, even if there were some challenges, the conference as a whole was a great success for both the BUU and SOS. The participants achieved what they expected. It established a sweet working relationship with the regional Overseers and strengthened the relationship between the BUU secretariat and SOS.

### *7. National Women Conference Pre-mobilization meeting:*

The purpose of this meeting is to prepare for the mobilization of the Pastors who come to attend the conferences. This meeting took place on 30<sup>th</sup> October 2010 at Agape in Kampala. It was attended by the Regional Women leaders and Shannon and Danielle.

**Mobilization:**

This was done by the Regional Women leaders. It began on 1<sup>st</sup> November 2010.

**Actual Conference:**

This conference took place in Kampala-Mpigi at a school called Crown City St. Lawrence. It began on 6<sup>th</sup> December 2010 and ended on 10<sup>th</sup> of the same month. It took five days in all. The participants included mainly women from the Baptist Church and some other women from other denominations. The total number of the participants was 440. The theme for this Conference was *Highly Exalted God*. There were devotional group meetings which were focusing on the letter of *Jude* as it was with the previous conferences.

**Post – Conference Meeting:**

This meeting did not take place because of the time. Since it was Christmas season every woman by the end of the conference wanted to go back home. On the side of SOS we were hurrying to go and prepare ourselves for the Luweero Conference which commenced on 13<sup>th</sup> Dec. 2010. We hope to have that meeting next year.

## *8. Luweero Diocese Conference (Church of Uganda)*

### **Pre-mobilization meeting:**

The purpose of this meeting is to prepare for the mobilization of the Pastors who come to attend the conferences. This meeting took place on 18<sup>th</sup> October 2010 and was between the top leadership of Luweero Diocese (Dean, Diocesan Secretary, Mission Co-coordinator and some Archdeacons) and the Representative of SOS was Anthony Basaba. It took place at the Diocese Headquarter in Luweero.

### **Mobilization:**

This took place beginning from 27<sup>th</sup> October and ended on 24<sup>th</sup> November 2010. It was done by Anthony and Jotham and Shannon came in to help.

### **Actual Conference:**

This conference took place at Ssaku Secondary School. It began on 13<sup>th</sup> and ended on 17<sup>th</sup> December 2010. It took five days in all. The participants included the Leaders of the laity, Lay readers, the Reverends, the Archdeacons, and the Diocesan Secretary. The total number of the participants was 200. The theme for the Conference was *The Transformed Life: Romans 5-8*. So it was the exposition of those four chapters in the main sessions and in the devotional groups. The main speaker was .only Shannon since it was exposition of one book.

### **Post — Conference Meeting:**

This meeting did not take place because of the time. Since it was Christmas season every participant by the end of the conference wanted to go back home and prepare for Christmas. We hope to have that meeting next year.

## ***Model Church***

**This term refers** to a church which follows the biblical principles. This church is the mother of all the ministries that SOS is carrying out. It will be in this church that all the students who will come to our Bible school will do their practical from. We managed to get a name for our church (Community Bible Church of Kubamitwe). We also put together a council of elders (Shannon, Anthony, Jotham and Edward). New programs like the Sunday school program and raising other leaders were introduced. We were also able to baptize about 20 members.



### *Bible studies*

We have been able to carry out Bible studies within our community and outside the community. For example, Edward, Danielle, Jackie, Rebecca, and Christine have had several Bible studies within our community. Outside of our community, Jotham had a Bible study with the Pastor in Katikamu Parish and Edward had a Bible study with the Pastors of Rukungiri Association in Rukungiri.

### *Staff development*

We have managed to send Kintu Edward to Uganda Christian University for training. He is going to take a period of three years. There are also other leaders who are being developed by Shannon.

### *Mobilization*

In addition to the mobilizations for the conferences of 2010, we did one other pre-mobilization meeting and one mobilization. For instance Shannon had a pre-mobilization meeting on 2<sup>nd</sup> October with the two Overseers of East and North-East at Jinja. This Conference will take place next year. Shannon and Simon did the mobilization for North-East beginning from 2<sup>nd</sup> to 5<sup>th</sup> November 2010 and for the East beginning from 30<sup>th</sup> November to 2<sup>nd</sup> December 2010.

In conclusion therefore, we thank God who has enabled us complete this year successfully and we pray that he continues to bless us in the year 2011.

SUFFICIENCY OF SCRIPTURE MINISTRIES (SOS)  
*Empowering Uganda with the hope of God's Word*  
COMMUNITY OUTREACH DEPARTMENT 1<sup>ST</sup> BI-ANNUAL  
REPORT 2010

Anthony Basaba, Community Outreach Department Manager

## INTRODUCTION

Community Outreach Department is honored to report that which the Lord has done through us in the first half of 2010. The goal of this department is to demonstrate the gospel of Jesus Christ to the immediate 4 villages (Kubamitwe, Netunze, Kasambya and Lutete) by SOS Ministries lovingly serving and empowering them to be God-fearing and self-sustaining citizens. In this report we are going to look at the specific objectives that the department seeks to meet through the respective activities.

## ESTABLISHING A RELATIONSHIP WITH THE COMMUNITY

This specific objective even after more than a year continues to be vital for us in the ministry because it is mainly through relationships with the community that you can have lasting influence on them. Below are some of the activities we have used during these 6 months to establish a health relationship with the community.

### a) Monthly Meetings with LC1 Chairmen

LC1 stands for Local Council 1 (this is the primary form of elected government usually starting at a village level and it is headed by a chairman). Hence chairmen are influential opinion leaders in the villages they head. From these monthly meetings we have archived the following in this 1<sup>st</sup> semester of 2010

- A) Comradship with the chairmen: We are no longer seen as rival aggressors but as progressive partners. For example the chairmen were part of the organization, participation, implementation and evaluation process of whether that which we have learnt so far in the two education days this semester has been effective.
- B) We have gotten to know some of the concerns, challenges, aspirations and the gratitude of the villagers. For instance the major concern for the villagers this semester was poor harvests last season while selling their produce at very low prices yet with an increasing standard of living.
- C) These meetings have pushed all parties to be more accountable to each other, that is getting assignments done before the next scheduled meeting.

Also since the position of Chairman LC1 is perceived by the chairmen more as an honorary position than administrative one (because they are not paid), the Chairmen are more lax in carrying out their functions. Nevertheless these meetings with the LC1 chairmen of the 4 villages have improved tremendously our relationship with the community at large due to their influence in their respective communities.

### **b) Community Outreach activities**

At the beginning of the year we (SOS) partnered with a mission team from Grace College (Indiana) to reach out to the community in a number of activities. Though most of the team members did not have any experience using machetes and slashers to cut down brush along the village road they were more than happy to serve the community and SOS in clearing the road. The community in general felt honored that those of a higher and nobler society would humble themselves to clean our road for us.

The team as well as SOS staff went about in the 4 villages promoting the children's Vacation Bible School that Grace College team had prepared to do. This became an avenue to meet and visit with the adults in the community. Since the team came at a time when school was out, the Vacation Bible School attracted quite a number of children who really enjoyed themselves but above all got to hear the gospel. Consequently these community outreach activities continued to enhance SOS's relationship with the community because they felt honored to be visited in their humble homes by those of a "nobler background". Only drawback is that such activities are only short lived to when we occasionally have mission teams.

## **IDENTIFYING THE NEEDS OF THE COMMUNITY**

It is from this specific objective that we determine the most pressing felt needs in the community to demonstrate the gospel of Christ by lovingly serving and empowering it in those areas. The pervasive despair and impoverishment in our community creates opportunity for us to demonstrate the gospel by the love we show and the hope in Christ we share. Here is one activity that has helped us identify some of the needs in the community.

### **a) Making home visits in the Community**

We managed to continue with this exercise this semester although at a very slow pace. Nevertheless we were finally able to complete making interview visits of Netunze village and begin Kasambya village. It is in these visits that the ministry is able to reach down to the individuals and relate with them. Also we get to know each family demographics, health and economic situations as well religious status, opportunities and challenges. We in turn get to share who we are, what we do, and our vision for the community.

Below are some of the pressing needs we have identified in the village of Netunze.

- a) A reliable and effective health center is of at most importance to the community. The closest health center is about 2 kilo Meters away and yet it usually does not have medicine nor a well-qualified health worker regularly on duty.
- b) A good and competent school; Netunze village doesn't have a school at any educational level but there are 3 primary (elementary) schools in the nearby villages that leave a lot to be desired. Furthermore, the sad story is that there is no motivation to go to school. Many drop out even before finishing primary school and end up in the same state as those that

never went at all.

- c) Adult literacy classes; only 37% of the 49 homes have completed Primary 7 (elementary) level of education, 10% Senior 4 (ordinary) level of education, and 4% senior 6 (advanced level) or high school, 0% diploma or University degree.
- d) Improved and better sanitation in homes; only 57%. 28 of the 49 homes have a latrine (long drop), 39% (19 homes) have a bathroom structure, 35% (17 homes) have a kitchen structure, 22% (11 homes) have a plate stand. This is why we still struggle with primary health care diseases in the village.
- e) Improved and better farming; the whole community are subsistence farmers i.e. mainly produce for home consumption with the little surplus for sale. Hence their incomes are way below the poverty line.
- f) Job creation for the redundant; since Netunze is the small trading center for the villages nearby it attracts the idle, drunkards, gamblers and the youthful.

## **OFFERING EMERGENCY OR CRITICAL HELP TO OUR IMMEDIATE COMMUNITY**

As already eluded to above health care remains a big problem in our community. The impoverished community in general finds it difficult accessing competent and reliable hospitals and health workers since they are quite far from them requiring expensive transport costs and treatment. As a ministry we recognize this problem and so we come alongside those with medical emergencies, long chronic illnesses that the nearby health workers have failed to treat, as well as those that are so poor that cannot afford at all to go to hospital.

The department schedules 2 hospital visits a month though at times we go up to 6 to 8 times a month depending on the emergencies at hand. This semester we took 45 people to hospital; a few of these with chronic conditions going more than once. Most of our emergencies were child-bearing related.

Also during this semester we lost one of our community members (Spccioza Nankanja) from a long battle of chronic heart disease which battle we joined at an already advanced stage. She was able to live longer than anticipated due to the assistance we offered her but above all we managed to share the gospel with her several times before she passed away. For many of these people in the community the medical-related help offered to them gives us a platform upon which we can present the gospel to them.

The challenge we have is that health care isn't only a problem to the least in the community but also to the more privileged in the community. Hence it can be overwhelming to us.

## EMPOWERING THE COMMUNITY THROUGH EDUCATIONAL OPPORTUNITIES

Having already interviewed a substantial number of families by the end of last year, we identified some of the needs of the people and sought a way we could come alongside of them to meet these needs. So we came up with 4 themes (sanitation, health, dental and agriculture) under which we would deal with these needs. We thought it prudent to invite people more knowledgeable in these respective areas come in and educate us on how to improve in these areas. So this semester we organized two educational days the first one on sanitation and the second one on health.

### a) Sanitation Educational Day (26<sup>0</sup> of February 2010)

Under this theme we dealt with drinking water purification (disinfection). Given many illnesses resulting from basic primary health care shortcomings, we saw this as the best place to start.

Our chief seminar instructor was our very own Chairman of SOS Ministries, Uganda, Mr. Jack Masiko who however came in the capacity as an expert on water disinfection using the ultra violet rays from the sun. This method of water disinfection is being popularized in East Africa through an international organization called "Water School" from Canada. The gist of the instruction is that water from wells, springs and bore holes can be poured into clear plastic water bottles and placed on a hard surface in the sun for 6 to 8 hours and be purified by the ultra violet Rays.

We were informed that this method had already been successful in Kisoro (a South Western district of Uganda) whose hospital had a special ward for cholera and diarrhea that had now been used for something else because there were no longer that many patients suffering from these illnesses.

40 of the invited 52 (77%) community representatives attended. Our Chief Guest was our LC3 (Sub County political head) Haji Umaru Kyagulanyi. The distinguished invited guests included representatives of the Sub County Chief and the Sub County Community Development Officer respectively.

Having gone back to the field 6 weeks later for evaluation to see whether the method had been embraced, we found that it had generally been embraced in most of the villages apart from one Netunze which had a mixed response because some of their representatives that were taught did not go back and teach their neighbors.

### b) Health Educational Day (18<sup>th</sup> of June 2010)

Health being a primary concern in the community, a health educational day was deemed necessary. Our focus for this year was on AIDS awareness. In the course of the home interview visits we observed that we have a small number of people who knew that they were living with HIV (virus that causes AIDS) and were not afraid to share it with us. But the average person claimed not to know their HIV status. Also given the rampant idealness, debauchery and inter related sexual network in the community we thought it prudent to deal with HIV awareness this year.

For our instructors on this issue we invited a group called Sun Light based at one of the district hospitals but funded by an international NGO. Their instruction on HIV awareness was done creatively through music, dance and drama with in between sessions of lectures. For the average village folk this method seemed to work best in information learning and retention.

169 people showed up for the day out of the estimated 300. The sun Light group also included lab technicians that tested the blood of all those that wanted to know their HIV status. 85% (144 people) of those that came did the blood test, 78% (112 of the 144 people) that tested were female and only 22% (32 of the 144) were male. Of these that did the blood test 2 adults and 4 children (of the hand full that came) tested as positive (had HIV). The group also had counselors that helped counsel those tested positive. All this was done in discretion and confidence of the affected parties.

Once again our chief guest was the LC3 Chairman and the distinguished guests included the Sub County Chief and Sub County community Development Officer who all addressed the participants.

Much as I feel the day was a success I think we need to find out why very few men turned up for the seminar.

## **PARTNERSHIPS**

Meeting our specific objectives effectively is mainly possible because of the partnerships we have made with various people, offices and organizations. Below are those partners that come to mind in relation to the last 6 months.

### **a) Local Council Chairmen at Sub county level (3) and Village level (1)**

LC3 chairman has always supported our programs in the villages, by coming to them and encouraging us to formulate them. He also has been a good networking resource.

LC1 chairmen of the 4 villages are our major partners due to the fact that they help in the formulating, implementing and evaluating our programs.

### **b) Kiwoko Hospital**

This is a vital partner of ours even though Kiwoko is 30 Kilometers away it is the most reliable hospital in Luwero district. But more so we have an arrangement with them whereby we pay at the end of the month or two.

### **c) Grace College, Indiana Mission Team**

This team as already indicated above was of great service to us as a ministry and to the community in general at the beginning of the year.

## CHALLENGES

- a) Walking to further away homes in the community takes a lot of valuable time.
- b) Parties interviewed do not always offer accurate information.
- c) Partnering with partisan political community leaders creates challenges of being misunderstood as being politically motivated and inclined.
- d) Our most reliable hospital is not easily assessable due to the distance.
- e) There is still a poor work ethic and licentiousness in the community.
- f) Poverty pervades as unemployment is the order of the day.
- g) Generally people (mainly men) are still reluctant to embrace educational days and Bible studies.
- h) Limited monetary and manpower resources that can ably meet the needs of the community.

## OPPORTUNITIES

As we lovingly serve and empower the community we have the privilege of not only demonstrating the gospel but also sharing the gospel.

## SUCSESSES

- a) We are now perceived as part of the community and not as outside aggressors.
- b) Solar water disinfection has been adopted in the community hence improving the quality of drinking water in the community,
- c) There has been improved HIV awareness in the community and people know where to go for treatment thanks to the Sun Light group.

## PRAYER REQUESTS

- a) That God would continue to bless our community programs and that they bring about real transformation both spiritual and physical in the community.
- b) That we would get resources to aid us to effectively run the ministry.
- c) That we continue to get favor from the people and the leaders.
- d) That God would continue giving us committed like-minded partners.
- e) Also the community may not only see us as an avenue to a better material lifestyle but be motivated to desire God more intimately.
- f) As the election season approaches we do not get caught up in the divisive politics in the community.

## CONCLUSION

As we march on to complete this year we continue to rejoice in what God has done for us and through us to the community at large for His glory's sake. Despite challenges and our weaknesses, God continues to allow us demonstrate His gospel in our despairing Community.

Thank you for all your support.

All glory be to God.

SUFFICIENCY OF SCRIPTURE MINISTRIES (SOS)  
*Empowering Uganda with the hope of God's Word*  
COMMUNITY OUTREACH DEPARTMENT 2<sup>nd</sup> BI-ANNUAL  
REPORT 2010

Anthony Basaba, Community Outreach Department Manager

## INTRODUCTION

It's hard to believe that 2010 is almost gone and that it's time to report what the Lord has done through us in the community outreach department in the second half of the year! We have much to share with you and rejoice about. Also, we have a bit to share with you where we have been limited or inadequate. I will begin the report with the premise that this arm of the ministry exists for the purpose of demonstrating the gospel to our immediate villages by lovingly serving and empowering them to be God-fearing and self-sustaining citizens. This we have done by setting specific objectives under which we do our respective ministry activities. Therefore, we are going to report to you what our specific objectives are, the ministry activities we are doing to accomplish them, as well as the challenges, opportunities, successes and prayer requests we have in our department.

## BUILDING AND STRENGTHENING OUR RELATIONSHIP WITH THE COMMUNITY

We do recognize that demonstrating the gospel to your neighbors requires reaching out and relating to them in more than a superficial way, hence the need for this specific objective. Below are some of the activities we have done this semester, to bring about this specific objective.

### a) Meeting with Local Council 1 Chairman

The local Council 1 Chairmen are the lowest political heads. They are usually at a village level; although, where the villages are smaller they may combine two villages. We therefore meet with the three of them that represent the four villages (Kubamitwe, Kasambya, Nentunze and Luteete) that comprise our targeted community. Since these leaders are democratically chosen they normally yield a lot of influence in their respective villages. It's for this reason that we keep in touch with them through these meetings.

In these meetings we accomplished the following things:

- A friendly relationship with these leaders, so that they do not view us as threats in their districts.
- Avenues for both parties updating one another on what's been taking place and what was going to take place.
- An opportunity to share counsel and determine direction.

However, the meetings haven't always gone on as planned due to several reasons. Among which include postponing them at times due to other pressing programs that are of short notice on my part and on their part being absent due to election campaigning.

## **b) Community Outreach programs**

### **Movie Nights**

Movie Nights are designed to open the SOS campus to the community around, and express our love to the community by watching a movie together while we are drinking a soda and eating popcorn together. The movies picked are usually instructive entertainment, promoting a Christian principle. The most recent one however was on the life of Christ, hence exposing many to the person of Jesus Christ.

During this semester we had two movie nights. Both were paid for by a visiting mission team from the States. The first one was on September 4<sup>th</sup> that was facilitated by Lakeside Bible Church mission team from Houston, Texas. The second was on December 11<sup>th</sup> facilitated by Calvary Bible Church mission team from Fort Worth, Texas.

The movie nights were appreciated by the community. Although, they were not well attended for different circumstances. The first one due to the bad weather and the second one due to late publicity.

### **Vacation Bible School**

On the same movie nights we also had Vacation Bible Schools in the afternoon, facilitated and run by the above respective mission teams. Both times at least 300 children showed up. These children clearly perceived the gospel through the various activities including a gospel presentation at the end. We in turn have seen an increase in the number of children that come to church on Sundays.

### **Counseling**

This activity has naturally come forth given the fact that many are bound by sin in the community. One of the glaring sins in our community is drunkenness. Shannon planned on preaching one Sunday about alcohol. Seizing the opportunity I invited a few people I knew that struggled with it. After he preached on it I started meeting 3 men every Wednesday helping them overcome their alcohol addiction. It's been three months since that time. One of the men is remarkably done with alcohol, another occasionally stumbles, however the third one has digressed back to drinking a lot. Please pray for them that they all overcome this addiction and that we get wisdom on how best to come alongside them.

## Community Christmas Presents

Once again this year as a ministry we decided to demonstrate the gospel of Christ's love by presenting each home in our designated area of influence a Christmas parcel. The parcel contained a kilogram of sugar, and rice as well as a bar of soap. The parcel had a note that congratulated the recipient upon reaching the Christmas season when we get to welcome the Savior of sinners. To many folk in our impoverished community this little token of Christ's love to us spoke volumes to them and they greatly appreciated the parcel. This activity was done with the help of Calvary Bible Church on the 17<sup>th</sup> of December and only the SOS team on the 18<sup>th</sup> of December. About 250 homes were reached.

## IDENTIFYING THE NEEDS OF THE COMMUNITY

This is another of the key specific objectives mainly because in this process of identifying these needs we have opportunity to getting to know and understanding better our target community on an individual level. By identifying and finding out their pressing needs and coming up with solutions together we have a platform upon which to speak into their lives.

The method used in identifying and finding out the needs of the community is by interviewing heads of households individually in their respective homes. This process has been going on though slowly for almost two years this December. So far we have gone through the villages of Kubamitwe, and Netunze. For this semester we interviewed the residents of Kasambya a small village in the Local Council of Kubamitwe. In this village of 25 households we found similar challenges as those in the villages we have already done though the conditions are slightly better. Here are some of our findings.

- A reliable and effective health center is of at most importance to the community. The closest health center is about 2 kilometers away and yet it usually does not have medicine or a well-qualified health worker regularly on duty.
- Education levels in Kasambya leaves a lot to be desired. For instance only 46% of the adults have at least completed primary education (elementary school), 12% have completed senior 4 and 6% have completed senior 6 (high school).
- There is also an increasing problem of school drop-outs especially after primary 7 which leaves many not able to utilize their little education meaningfully.
- Much as sanitation is slightly better than it isn't yet reached acceptable health levels. Only 60% (15) of the homes have latrines, 64% (16) of the homes have kitchens and 56% (14) of the homes have bathrooms. Sanitation generally is a big problem in the community, this is an area we would see a lot of improvement in next year.
- There is a shortage of farmland and poor yields in general due to using archaic farming methods.

These are some of the challenges our people in the community face as a ministry we will continue working with them to creatively come up with solutions, with the intention of influencing them

towards the gospel in the process.

## **OFFERING EMERGENCY HEALTH SERVICES TO THE COMMUNITY**

This specific objective in a real way best aids us to connect with our target community. Since we do not have good hospitals within at least 10 or so miles there is need for transportation to get to one in case of emergencies. More so since our community is impoverished and remote there isn't suitable transportation to get those in critical conditions quickly to the hospital. Therefore it's because of these circumstances that the community outreach department offers to transport critically ill people to the hospital when called upon at any hour of the day.

In addition to the above we come alongside members in the community that have battled illness for a while and have tried several health centers without success. With these we usually take them to Kiwoko Hospital, a notable hospital that we have developed a relationship with that is about 30 kilometers away. We usually make 2 trips a month to this hospital outside the occasional emergencies. This semester we had very few emergencies that mainly involved our support staff wives but had a good number of medical cases that needed to go to a good hospital.

In one emergency situation, a support staff wife started to experience intense labor pains at 2 am. By the time we got her in the car and driven just 10 minutes of the 45 minutes journey she delivered in the car. The problem was that not many in the car knew what to do and the placenta was going further up her chest to the vital organs. The local midwife we took her to later told us that she was so close to passing away because the placenta was getting to the vital organs. It's through this tangible medical assistance that many in the community have embraced us and through this assistance we have been blessed by numerous opportunities to share the gospel with many hurting people including Muslims.

## **EMPOWERING THE COMMUNITY THROUGH EDUCATIONAL OPPORTUNITIES**

This specific objective seeks to empower the community by imparting knowledge, a skill or a service that enhance their day today lives. This semester we had scheduled two educational opportunities: a dental day and agricultural days. Unfortunately the agricultural days failed to materialize due to inadequate funding and being a bit late in setting up a demonstration farm for the community to practically learn modern agricultural skills. Below is a report on the dental day.

### **a) Dental Day**

Given the information from our door to door home interviews and general interactions with village members we found it necessary that we host a dental day as one of the four key events of the Community Department calendar. Many in the community have poor dental hygiene reflected by bad breath and brownish yellow stains on many of their teeth.

So in light of the above conditions by the grace of God one of the most reputable dentists in Uganda Dr. Mawano Deo (who happens to be a Christian and the Hurley family's dentist) offered to come and perform an outreach in our community without pay. Dr. Deo came with a team of 3 other dentists and 6 nurses from his clinic (SAS Dental Clinic). The main services they offered were giving dental assessments, extractions, medications and instruction on dental hygiene.

The community around SOS Ministries actively came to the dental day. Estimated number that SOS had planned for was 400 but 290 were actually seen and 250 of those received extractions. Of the extractions 130 (52%) were adults and 120 (48%) were children.

More so SOS Ministries offered to every attendee a medium size pack of toothpaste and a toothbrush. Having spoken to many that benefited from the day in general, they were very grateful for all the assistance and treatment they received for free. Talking to an old man from a village nearby told me that the people in his village were rejoicing that God had now come close to them. In other words, God had remembered them.

Our gratitude goes back to SAS Dental Clinic staff, especially Dr. Mawano Deo for all they did for us as a community.

## **PARTNERSHIPS**

Meeting our specific objectives effectively is mainly possible because of the partnerships we have made with various people, offices and organizations. Below are those partners that come to mind in relation to the last 6 months.

### **a) Local Council Chairmen at Sub county level (3) and Village level (1)**

LC3 chairman has always supported our programs in the villages, by coming to them and encouraging us to formulate them. He also has been a good net-working resource.

LC 1 chairmen of the 4 villages are our major partners due to the fact that they help in the formulating, implementing and evaluating our programs.

### **b) Kiwoko Hospital**

This is a vital partner of ours even though Kiwoko is 30 Kilometers away it is the most reliable hospital in Luwero district. But more so we have an arrangement with them whereby we pay at the end of the month or two.

### **c) SAS Dental Clinic**

I cannot overstate the value of this partnership to us because it allowed reaching people from way beyond our usual target area.

#### **d) Lakeside Bible Church Mission Team**

This team from Houston, Texas was a vital help in organizing, facilitating and running both the vocational bible school as well as the movie night on September 4<sup>th</sup>. We indeed appreciated their partnering with us.

#### **e) Calvary Bible Church Mission Team**

This team from Fort Worth, Texas also partnered with SOS ministries way beyond helping in organizing, facilitating and running both the vocational bible school as well as the movie night on December 11th. We indeed appreciate their labor of service not only to the community department, but also the Estate and Biblical departments.

### **COMMUNITY DEPARTMENT STAFF**

At the moment it is only Anthony Basaba, although I get a lot of help from the entire SOS family when community events are done.

### **CHALLENGES**

- Walking to further away homes in the community takes a lot of valuable time.
- Parties interviewed do not always offer accurate information.
- Partnering with partisan political community leaders creates challenges of being misunderstood as being politically motivated and inclined.
  - Our most reliable hospital is not easily assessable due to the distance.
  - There is still a poor work ethic and licentiousness in the community.
  - Poverty pervades as unemployment is the order of the day.
- Generally people (mainly men) are still reluctant to embrace educational days and Bible studies.
- Limited monetary and manpower resources that can ably meet the needs of the community.

### **OPPORTUNITIES**

As we lovingly serve and empower the community we have the privilege of not only demonstrating the gospel but also sharing the gospel.

### **SUCSESSES**

By demonstrating the gospel to the community several people in the community have been attracted to our message and many of them who have adopted coming to church have in turn surrendered their lives to the lordship of Christ.

## PRAYER REQUESTS

- That God would continue to bless our community programs and that they bring about real transformation both spiritually and physically in the community.
- That we would get resources to aid us to effectively run the ministry.
- That we continue to get favor from the people and the leaders.
- That God would continue giving us committed likeminded partners.
- Also the community may not only see us as an avenue to a better material lifestyle but be motivated to desire God more intimately.
- As the election season approaches we do not get caught up in the divisive politics in the community.
- That God will grant us wisdom to know how best to serve this community to the glory of His name.

## CONCLUSION

Having had the chance to walk you through all that has transpired in the community department, I stand back and I give glory and praise to the Lord for having given us the privilege and the capacity of ministering to others on His account. It is our prayer that the Lord continues to horn us to be better ministers and reflectors of Him amongst our community.

Thank you for taking the time to reflect with us on past semester and to see God's goodness to us.

SUFFICIENCY OF SCRIPTURE MINISTRIES (SOS)  
*Empowering Uganda with the hope of God's Word*  
ESTATE DEPARTMENT 1<sup>st</sup> BI-ANNUAL  
REPORT 2010

*Dennis Katabalwa, Estate Department Manager*

Greetings in the name of our Lord Jesus Christ. I am pleased to bring to you the first half of the year report from the estate department in the second year of its official operation. The department is significantly getting busier than ever before because the more development put up the more man power required to maintain them. As a department we thank the Lord for his great work in all the members of this department and are glad that the older the organization becomes the more growth as employees we get because the organization has exposed us to different working patterns hence greatly improving our public relations and work ethics.

## **WORKERS' CONDUCT AND PERFORMANCE**

I am glad to communicate to you that the workers' behavior, conduct and performance standards on their job are gradually getting better day by day. I see a more focused labor force with unity and more love for one another in the team bearing one another in all situations and having a sense of belonging to the bigger group of the organization. The workers' assessment in performance is showing that there is a positive trend of improvement from the self styled approaches to more organizational and guided approaches to work, problem solving and duty execution at the company. They have a sense of belonging and they feel their stake in the organization a thing that gives me hope and confidence of good working relations between management and the employees this makes labor retention in the organization better.

In addition the skill development rate of the members of the department is also high. We currently have at least three members able to operate the ride on grass cutting machine that maintains the property. They know the serviceable parts and how to regularly monitor and mechanically maintain it.

The other development in the department is the spiritual maturity of the members in the department. I am proud to inform you that the estate workers have been opened up to the access of God's Word they get it and it has been communicated to them, many are realizing that they are sinners and they need the Lord in their lives plus getting more interested in opening it up this has changed up their lives at the work place plus their homes.

The Bible studies conducted have opened them to various biblical approaches in life and hence changing their attitude. Before the CEO left to the US he left having walked the estate group through the lessons of Biblical marriage. Many of these guys realized their messes in their marriage and they realized how they had torn their own relationship with God under this institution. They are getting back on track on how to pursue proper marriages. It was during this time that one member by the names of Mubiru Sunday came to the Lord, confessed his sin and even legally married his wife—an event that was strongly supported and organized by the SOS

Ministries, plus the members in the department.

Currently, the Estate manager is walking the estate workers through the lessons of proper parenting and shepherding of children's hearts. We are seeing them realize their unbiblical approaches in child rising and poor family relationship as pertaining proper child rising.

## **STAFF IMPROVEMENT**

The ministry has improved on the staff development through training the labor in the organization. The ministry identified Kyolobi Arson as a person in the Estate department who had gone through secondary school to the senior four level. He needed more training to be a skilled worker in order to benefit more the organization and the community at large so the ministry took Arson to school in senior five and he was replaced by Salongo Paddy. This has led to staff labor development and job creation at the same time. News is coming that Arson is catching up with school even with his poor English background and lone time out of school it is challenging some but he is promising to perform.

The ministry also secured a driving permit to the Estate manager because some work needed to be done by a vehicle but without a driving permit he could not do it. Special thanks to the ministry human resource development department for settling the need for this department and the Estate manager personally brings his appreciation for this offer by the ministry CEO in particular and the board members.

## **DEVELOPMENTS DONE**

Mark's house completion-- the building has been done, well finished and only waits for electricity installation and bathroom finishing.

The compound of Mark's house has been leveled and grassed. Weeding of this grass is needed especially with hoes in order to have it interact plus easy slashing without weeds colonizing the grass again. In addition the tree planting and flowers in this compound also needs to be first planned before doing it in order to have the uniformity of all the houses that are going to be constructed on the road properly.

The first SOS staff quarter was completed and it is already in use, it is housing the community and Estate managers, the remaining work on this home is the compound leveling, stump removal, grass planting and flower planting.

By the time of this report the work is underway we have started with stumps removal in front of the house and parts of the compound that are already leveled grassing has been done, though the challenge with this compound is, it is so sloppy it needs a lot of backfilling and needs to ferry dirt from other places to fill the holes of the stumps and the sharp slopes in order to beautify it as well to the organizational standards.

## SURVEYING AND MARK STONING

Surveying of almost all land and squatter compensation has been done.

The survey of the 25 Acre land that is going to have the teachers' village has been done and mark stoning has been done successfully the only pending thing on this land is cutting off the squatters land that measured four Acres (4) that needs to be given to the squatters family. They have not just sorted themselves out as a family on whom to register in the title.

The 35 Acres of the ministry that had the five squatters with homes and others with gardens have also been surveyed and mark stoned.

The newly acquired land for the squatters that measured 10 Acres has also been surveyed cutoff and mark stoned though that apportioning of plots has not been done yet because the surveyor ran short of stones this is to be followed up by the manager and it should be completed soon.

The newly purchased ministry land that measures 10 acres from the LC 3 chairman has not been yet surveyed and this work needs to be planned soon so that it is identified and transferred into the organizational names title secured and mark stoned off plus fencing it for avoidance of intruders.

The other cause for the delay of this work is the CEO's absence at the time it was secured, the CEO was in the US and he is the signatory to the ministry transfers for the title organization. So there was no way this work would go on without his signature on the transfer forms.

The Bazadde and Namutebi land, paperwork has been submitted to the surveyor to process the titles and we are only waiting on him to secure them and these squatters have already assumed their homes and developing their land as they wait for their land titles.

## SQUATTER ISSUES

The squatters on the 35 Acres that were purchased numbering 8 are being worked upon in the following ways. The ministry planned on relocating them and builds them homes that are better than their current existing homes in the new land that was secured for them, the land has been acquired in Entebbe village near Neetunze where the squatter who have been having houses on the 35 Acres can be placed and placed there.

The land that has been acquired has been divided in the following ways:

The Fayima Kyandiru family of two widows where given five Acres (5) where the ministry has in addition to constructs them two houses that are of the same size current houses though in better quality materials.

Kasonko George and his brother Ssempe Nyakirira are to be given 1 acre and two small sized houses one house for each of them. These are already waiting on the ministry implementing their plan be evicted:

Nababi Joyce is to be given a house and an addition of 0.5 acres of land or 500,000 in cash to buy another piece of land to do her farming there.

Ssembajjwe Abdul is to get 2 acres of land with a title deed without a house in there because he did not have a house in the land from which we are evicting him but only possessed a garden there.

Mutebi is another squatter who owns a kibanja on the land that the ministry bought. This man with all the grace the ministry gave to the squatters he adamantly refused to make any negotiations with the ministry claiming that he only wanted to remain a tenant of the ministry. Even with this the ministry is continuing to graciously pursue him for negotiations to take place.

Tebusweke Fred who is another squatter is to be compensated 1 acre with a title deed. Katongole who is a minor kid who inherited a plot from his late mother is another squatter who is to be compensated by a refund of 500,000 or a piece of land that measures to 0.5 acres in order to have him get a start in future.

All the above apart from Mutebi who refused the negotiations have willingly accepted the compensation and are eagerly waiting on the time when they will take control of their land or the cash for those to be paid directly. The promised date is past but hope is still there because the ministry has already built confidence in them especially from the past dealt with squatters. We need also to have these people immediately assume the land given to them and they begin developing it for their family sustainability to start then using the ministry land from which they were evicted. In addition the ministry has to revise the time when the final eviction is to be done and re-communicate to these squatters.

The 25 acres of land where the ministry is planning on building the staff quarters were resurveyed and found to have more squatters that need to be compensated. These are Sserwadda Bazzadde and Kalule Dika. Bazzadde has almost 1.5 acres that has matooke. Sserwadda has 0.4 acres, Dika has 0.5 acres. These await negotiations to have them paid off to leave the land.

## **PROPERTY/COMPOUND MAINTAINANCE**

The ministry managed to secure a ride-on mower for the department, this has greatly eased the maintain ace of the property. The property is a big compound that covers almost ten acres. Therefore the maintainance by hand is hard and time consuming, the use of the mower produces a smart job and a good impression to the eye that catches it.

The planned leveling of the compound at the SOS head quarters was not done because the CEO was out of the country and there was need to do the job when he is around for thorough coverage.

The trees on the boundary are continuously being cared for and the mangoes are significantly doing well though because they are near big bushes some times the competition for nutrients and light is so high that some of them are out competed that the fail but am happy to report that 90 % of the mangoes is doing well.

## MAIZE PROJECT

The ministry entered into a deal with Ugachick, a local poultry feed making company that wanted maize so the ministry cleared 25 acres of land and planted with maize. The ministry put in a huge amount of money initially because the work involved clearing a forested area, removal of stumps and ploughing using tractors. But the challenge was there is a low acreage yield because the soils were new to maize, part of the garden was not ploughed twice as expected, the weeding somehow was delayed because of labor shortages this brought in a low out put. In addition there was a sharp decline /fluctuation of maize price country wide just because there had been restriction of exportation of maize plus the season having been of a good harvest where the stores were flooded with the produce and hence prices went down as low below half the initial planned price. For example by the time of assumption of the project and take off, prices of maize grain were between 600-700 UGS and by the time of sale of our produce the prices had gone down to 270 UGS and this price was from the partnership that had been made with Ugachick. But the prices in the local market went as low as 180 UGS these prices were much discouraging. With this the challenge is posed on whether as a ministry we shall continue doing a project that has fluctuating prices and labor intensive there for need for project reassessment.

Power service provision by the ministry of Energy and mineral development needs a follow up so as that the file doesn't get stuck anywhere because this is the chance that is here for power to reach the organization. The power problem in the organization has led to many set backs and delays of work. In addition to the easy expansion there is need for a bigger building on the ministry property so that the assessing team is in place. May find it easy to ok the plan because structures and service provision by the ministry of Energy and mineral development needs a follow up so as that the file doesn't get stuck any where because this is the chance that is here for power to reach the organization.

The power problem in the organization has led to many set backs and delays of work. In addition to the easy expansion there is need for a bigger building on the ministry property so that the assessing team is in place. They may find it easy to ok the plan because structures in place.

## CHALLENGES

- a) The ride on mower breaks down so much and the company from which we bought it from takes a long period of time to import the necessary spare parts therefore this causes over growth of the grass in case the mower is not repaired on time depending on how fast these parts have been secured, this is basically the biggest set back in the property maintenance. The overgrown grasses would need then hand cutting before a mower comes in again and yet the man power may not be readily available.
- b) Fuel prices are high plus the expenses on spare parts are much too this makes the budget not enough for example in the month of June and July the mower broke two pulley belts that were replaced and with in small periods of time, in the month of July the mower only operated for three weeks instead of four as initially planned because of mechanical break downs.
- c) The misizi trees that had been planted along the fence failed because of the bad weather condition and drought that set in shortly after they had been planted. In addition there was shift of labor to the maize project that this one went unattended to for some time this explains he cause for failure.

d) There is need to have quarter inch stones or mar rum put in the road from the gate to the ministry head quarters to avoid the slippery road and pot holes there, also a culvert needs to be put in the in the road before the round about to avoid the runoff that sits in this place and it partly the cause of the spot being slippery.

e) There is need for a well maintained first aid kit that is stationed in an accessible place for accidents that occur on the sit plus the minor illnesses that need pain killers or antibiotics like panadol and ampicillin respectively.

I do also report that this year's half we have had a decline in productivity for the whole department because of the number of reasons as explained below:

- Almost all the workers have at least been down sick or attending to sick children or wives this has made the planned work less covered.
- Our cook Rebecca Atuhaire has been off duty for almost four months. She was operated and the healing process of her case takes some big time, even after the two months of the granted sick leave she still comes to work irregularly because of her complications and the type of work she does in the department has some medical restrictions to her causing a need for another person to replace her whenever she is absent making a shortage in other places that needed the labor.
- Ssimbwa Fred who is also an Estate support worker had also for a long time been on and off duty during the last six months. This prompted me to ask him as a manager the problem and what was going on in his life especially as a person living in an area where the HIV prevalence rate is high. He was cooperative and he was tested positive plus his wife so they are getting positive living support and treatment from CDC in Mulago hospital and the ministry has taken them through all this facilitating the whole process. Fred has been doing a supportive work that needs a lot of energy now that he is found out like this it needs to have him do lighter work, hence making the labor force productivity low.
- In this very period of time also a number of estate workers have had newborn babies therefore this called for the need to have these guys go off duty to attend to their wives and children fore example Munyambabazi Robert, Mugabo Onesmas, Busulwa Christopher, Mande Henry all had babies almost in the same period of time. All these are evidences to prove the decline in productivity of the labor force in the department.

All said special thanks to the ministry of SOS because in all these challenges the ministry has continued paying for these peoples' hospital bills in the best area hospital Kiwoko, well treated and discharged home for proper healing. In addition the ministry has faithfully paid the salaries and social security dues for these workers fully irrespective of having been off duty for a while.

The security team is keeping the area safe and well guarded but the challenge is as we open up the organization to the community for games and church some property has walked away unnoticed because Sunday service involves all people and they are not cheked as they go out and Sunday is an open gate day hence easily the people move out with items. For example two bicycles of Shannon's kids were stolen by kids that were allowed to play in the property on numerous days and with the restriction of the kids entry there is a chance of theft. In addition the security identified two porters on a ministry constructed house that were stealing away materials and one was punished and the other one run now the one who was caught is undergoing spiritual

rehabilitation.

## RECOMMENDATION/NEEDS

There is also a need for a closed office premises for the department so that the clients that want to see the manager have a specific place to find him other than finding him at his home and sometimes the matters are confidential which may be denied the chance to discuss them because of the home setting. In addition also the system is more organized when the office is in place because company files and documents are not personalized where they are kept by office bearers in their homes but rather placed in the office for easy access.

Routine testing of workers for various diseases because the frequent illness cause low output for work especially during the times we most need them at the work place.

The employee manual of terms and conditions of service to the workers should be communicated to them because they (workers) and the manager sometimes conflict in management issues where there is no clarity for example it is hard to determine a clear sick leave granting procedure because it is not clearly spelled out to the manager and the department members may insist on it on it yet the manager is on unclear pages.

The hard grass cutting machine that can cut the grass in area where the rid on mores can not reach like below the fence lines, around the tree stems and flowers in the compound.

The department also needs to have a computer for the office work that needs to be prepared to the management and board of directors. Although the ministry provided a desktop, the challenge is there is no place as an office to place it for use and access to the different information.

In conclusion I once again thank you for your support to me in person, the department that I head and the ministry at large for our service to the Lord and we pray that the Lord continues doing His work in us as we serve others.

SUFFICIENCY OF SCRIPTURE MINISTRIES (SOS)  
*Empowering Uganda with the hope of God's Word*  
ESTATE DEPARTMENT 2<sup>nd</sup> BI-ANNUAL  
REPORT 2010

*Dennis Katabalwa, Estate Department Manager*

I am thankful to the Lord for such an opportunity that He has graciously seen us through another year joyfully. I bring greetings in the name of our Lord from the members of the Estate department who are also praising the Lord for what He is doing for them as well you who are reading this report.

The year 2010 has been a year of much development going on especially this last quarter has appeared as the busiest in the whole year. There has been much that we have seen going on in this very year as the organisation continues to have its roots firmly rooted in the area of its operation and at the ministry headquarter as the report details below.

## STAFF PERFORMANCE

I am glad to report that the estate staff are continuously showing commitment to serving the Lord through working with SOS Ministries. These guys have developed passion for work and specifically knowing that as not working for themselves, but it's working for the Lord. In addition there is more individual productivity compared to the previous years where many of them did not know the Lord and they just worked to survive for that time but now with the ministry walking with them they have gained track, hardworking and more focused. The problems of the community where we serve have included poverty, there is no commitment to work, and esteem is low. Therefore this had toxicated even the estate workers. But I am happy to report to you that this type of lifestyle is no more in these guys.

There is also a continuous growth spiritually by the members of the department. The guys have known the truth, they are continuously wan to know the truth and love for it to live it is their most important desire.

The key guy being Christopher who us so passionate and loves to live as a Christ like man. Robert is another key guy whose work attitude changed significantly with his coming to Christ.

The staff members have their homes as the significant and outstanding examples in the community though their families are not there yet in terms of sweet relationships but at least the family relationships are sweeter than they were before.

The staff now have all been upraised to being semi-permanent as serving under probations. They were all subjected to the annual upraised task where each of them continues to be assessed in service and there is a tremendous improvement in service deliverance since there is always time to talk to the different individuals on the weakness especially for improvement on those.

There is also a strong interpersonal relationship between the employees, including the CEO of

SOS Ministries, the immediate supervisors and the support staff. This relationship being better has enabled easy flow of communication and the feeling of togetherness, oneness and solidarity for the cause of Christ and continues to bring the staff together in unity and working hard as everyone has a sense of being appreciated for what they are doing in the organisation.

Another significant relational event that took place was the Estate day: This is defined as a day when the CEO informally meets the Estate department staff, they hangout, chat, and have more free discussions away from work. The main aim of this day is to have a break from work and be together interacting and sharing about different things in life. In order to break the Boss ship of employers, the CEO wants his employees to feel that he is down to earth, and that he can come to them other than being looked at from the offices as unreachable. On November 19<sup>th</sup> the Estate day was held in Entebbe where the Estate guys together with their wives visited the zoo, beach, airport, and a nice restaurant. The CEO on behalf of the organisation appreciated them for their service to the organisation with a kerosene lamp and a quality saucepan as a means of improving on the quality of life in the families of the Estate workers.

On a sad note as we walk through all these the workers of the department, the organisation mourns for the loss of a workmate and an employee who will be hard to replace--Fred Simbwa the late who passed away on 28<sup>th</sup> / 08 / 2010. We shall miss Fred so much. He left a widow and three children.

## PROJECTS ACCOMPLISHED

### Land purchases

The ministry has well secured and purchased the 10 acres land which is along the boundary of the main piece of land that accommodates the ministry headquarter. The ministry has also partially covered the 10 acres land that is to house the squatters who are to be evicted from the ministry 35 acres land these details will be provided later in the squatter issues.

### Squatter issues

As earlier reported, the squatter issue is a very sensitive thing as land in Uganda is almost the major root of survival many tenants having "Kibanja" on the ministry land have been taken care of as showed below:

1. Rehema and Favima: This is a family of two windows who previously owned five (5) Acres `Kibanja" (Tenants) on the ministry land they have been composted with 5 Acres of land with a title and the houses are being constructed as it will be explained latter.
2. Mutebi Patrick: Another squatter who owned (11) eleven Acres of land on the ministry land was also compensated fairly by the ministry and he went to find land that is more secure else where. Mutebi because he went to find the land himself wanted cash compensation than compensating him land.
3. Kasonko George Kasonko has also been paid off and he has been given 1 Acre of land and his house is being constructed as we shall see later.
4. Sembajjwe: He has been also compensated with 2 Acres of land for his five Acre "Kibanja" that he lost to the ministry.

### Land issues

The ministry remains with a few land squatter issues though these are so complicated, the negotiations are under way and there is more understanding and fair compensation to these squatters (Dika, Serwadda and Bazadde) on the 25 Acres land that is for the SOS staff quarter village.

The land boundaries for the ministry land have been secured well by having concrete in the mark stones for the newly opened boundaries of land and the old mark stones this breaks down the conflict with the neighbors over the boundaries and land use activities by the handovers.

### Mark's land purchase

Mark, one of the friends to the ministry who is disabled was being housed in a ministry house, has been seen as a long term member of the ministry. The house in which he lives could house another staff member and Mark could get another house in improved materials and nice looking which permanently belongs to him on his own piece of land. This was obtained across the SOS gate.

### Building projects

### Daniel's House

Daniel, one of the employees of the Estate department and a person with a desperate background has had his home completed. He needs to leave the ministry house now and move into his own house that is owned by him. This aimed at empowering him to continue working hard to support his family.

### The Guard's checkpoint

The Guard's check-point at the gate has been also completed. This gives a good reception to the visitors and a more secure security place to house the guards during the rain. Also this house will partially act as a waiting place for visitors before being let into the different offices they are visiting.

### Maama Mande's house

Maama Mande is a single mother who has 6 kids living in a hut that is (8x8 ft) in front of the SOS main entrance. She is a needy mother and the housing condition is pathetic.

The ministry compassionately built a house for her in order to improve their life condition. In exchange the ministry got land measuring to 2 Acres where a portion of this will be given to Mark as we shall see later when looking at Mark's house plan.

### Rehama / Fayima / Kasonko houses.

These three are the squatters SOS needed to build homes for before evicting them from its land. The construction of these homes is going on and the first two houses are at beam level. Probably by the end of December they will be at wall plate to be roofed.

The house of Kasonko: The foundation has been dug and it will be set up after the Christmas break

in January.

The lives of these families is greatly going to be impacted because they are moving from small houses that are made from temporary materials to more nice and permanent homes in which they are as recipients also appreciating of SOS Ministries.

Special thanks go to the Calvary Bible Church team 2010 who were on the sites physically trying to see that the work moves well. In these building projects we got a chance to relate with Americans, teaching them how Ugandan buildings are raised versus the American buildings. This taught much to the Ugandans and the Americans as well but the relationship in Christ was the most sweet aspect in our work relationship.

### Compound maintenance

The maintenance of the compound is one of the challenging things of the department because the standard that the ministry wants it to be is not yet realized but hopefully God will see us there. Grass maintenance is continuously being done though the problem in the maintenance of the grass is the constant breakdown of the ride-on mower because the compound level is uneven and some times the grass is over grown causing the machine to find difficult in cutting the grass and the end it may breakdown.

The service parts are scarce and hard to find causing delays in slashing. In addition the use of hands for the Estate support staff is hard to have such a big compound finished before it turns into overgrown bush. Nonetheless, the park area and the areas at the front of the property have been maintained well and much appealing to the viewers.

### Tree planting

In a bid to beautify the SOS property and the headquarter camp in particular, trees have been lined along the road as you enter into the main entrance all the way through up to Shannon's house. The species of tree that has been planted there is the natural muvule that stands out majestically and it is a hard wood tree giving a legacy to the ministry that it doesn't consider the immediate future but the generation to come in the future.

Fruit trees have also been planted in the SOS village houses that accommodate Mark and some of the managers. The orange and mango trees have been planted in these places.

Also the flower trees at the front fence have improved in size and they look nicely lined along the fence as you come in. These have been planted all the way into the guards' house along the fence. The mangoes that were earlier planted along the perimeter of the property all also doing very well. They have been lacking fertilizers which we have now put on and they are showing a great difference.

Muvule has replaced in the areas a long the fence where the musizi trees failed.

Smoothing and leveling of the compound is also being done co currently with other projects in the compound are going on. Stumps have been removed on the compound and the mounts that remain

in have been worked upon by the Estate guys by leveling them down as the pasporam is being taken to newly opened grass planting areas like Mark's compound, Shannon's back yard among others.

Grass has also been planted in the CEO's back yard where the American compound grass was planted and it failed, the pasparam is doing well and it is coming closer though it consumes a lot of labor in weeding it.

## **HYDRO-ELECTRIC POWER DEVELOPMENT**

The survey of power line that will avail power to ministry has been done and the forms are in the electricity regulatory authority and distribution office making the necessary verifications on assessment for the need of electricity in this area. The rural electrification programme is the one that is running the project and it is under the Katikamu sub county which is trying to influence the relevant offices to see it happen.

## **DEPARTMENTAL CHALLENGES**

There is a constant break down of the ride-on mower which makes the compound maintenance really hard for the Estate support staff using the land slashers. In addition they have some special projects that may come to a stand still as they are switched to compound maintenance. This in turn brings about delays in assignment accomplishing.

Limited financial resources to have the planned projects accomplished. The ministry being newly established has a lot of projects to be implemented. The construction projects especially need a lot of money which is not readily available to have them done in the stipulated time frames. In addition, the ministry has other areas where much finances area also needed like the pastors conferences and community education days, such events take large amounts of money that strain the ministry's resources. For example, by the end of 2010 we had planned to have two more staff houses up but because of the staff and financial resources required for these houses, priorities are assigned to tasks that require less staff and financial resources.

Another challenge in the Department is limited expertise and knowledge of the duties that the staff perform. The Estate staff is limited in that many are illiterate and need lots of supervision and monitoring throughout the day even if it is unskilled labor. Lack of confidence causes low esteem and confidence in ability to perform. This makes the Department work more slowly than desirable due to the supervision required, although we are making progress on the self-esteem and performance of the staff.

There is also a challenge of price inflation of construction materials, food and other supplies, with the price of cement going up in a single week making project planning and implementation difficult.

There is also a challenge in reliable electricity to run some of the workshop tools. Where electricity is not available, we rely upon the Estate's solar power which is sometimes not sufficient to run the workshop tools.

In conclusion, I would once again thank the Lord for He is so good seeing us through this year,

growing us further, showing us His loving-kindness and providence throughout the year. I thank you my readers for sacrificing your time to read the Estate Department's annual report. Through this Annual Report may the Lord bless you all.