

# Individual Triumphs, Solidarity Actions and Policy Gains



**Annual Report 2014**

***Girls in Amudat district celebrate after a Training in Entrepreneurship. ActionAid believes economically empowered girls and women stand a better chance of taking control of their sexual and reproductive rights.***



# Our Identity

## Our Vision

A world without poverty and injustice in which every person enjoys their right to a life with dignity

## Our Mission

To work with poor and excluded people to eradicate poverty and injustice

## Our Values

- ◆ **Mutual Respect**, requiring us to recognise the innate worth of all people and the value of diversity.
- ◆ **Equity and Justice**, requiring us to work to ensure equal opportunity to everyone, irrespective of race, age, gender, sexual orientation, HIV status, colour, class, ethnicity, disability, location and religion.
- ◆ **Honesty and Transparency**, being accountable at all levels for the effectiveness of our actions and open in our judgments and communications with others.
- ◆ **Solidarity with the Poor**, powerless and excluded will be the only bias in our commitment to the fight against poverty.
- ◆ **Courage of Conviction**, requiring us to be creative and radical, bold and innovative – without fear of failure, in pursuit of making the greatest possible impact on the causes of poverty.
- ◆ **Independence** from any religious or party-political affiliation.
- ◆ **Humility** in our presentation and behaviour, recognising that we are part of a wider alliance against poverty.

## Our Theory of Change

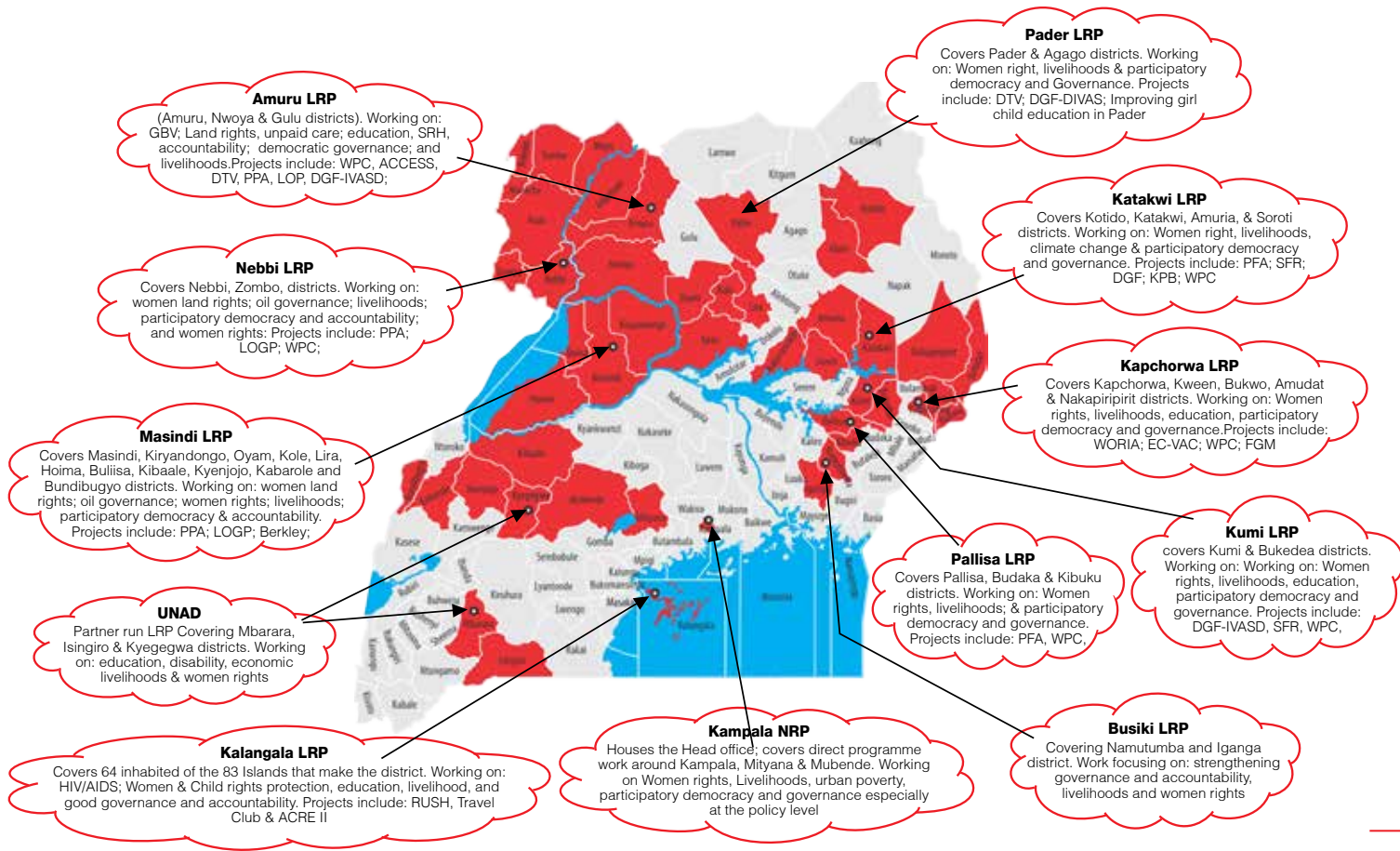
We believe that an end to poverty and injustice can be achieved through purposeful individual and collective action, led by the active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of poverty.



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# Our Reach and Focus in 2014



# Chair of the Board



It is my singular honor and responsibility to welcome and enjoin you to share in our experiences, triumphs and challenges in delivering our mission in 2014 through this Annual Report.

For the 33<sup>rd</sup> year running ActionAid is proud to be working with people in the margins in advancing the cause of justice in Uganda as a whole and in specific locations that we and our partners work in. Central to ActionAid's philosophy is the enduring belief that sustainable change starts with empowerment of individuals at a personal level and ultimately involving collective actions to redress structural biases against people living in poverty.

In this Annual Report, we recount stories of personal triumphs, solidarity actions and policy gains realized through our illustrious Human Rights Based Approach. We recount more gains in the fight against Gender Based Violence (GBV) in which over 60,000 women and girls have been reached. We document how from the 'bottom-up' our efforts are influencing actions in Institutions like Parliament where women smallholder farmers working with several coalitions were able to push back policies that undermine their quest to attain a better life. We continue to generate analysis to inform evidence advocacy on hitherto 'complicated' areas

such as Double Taxation Treaties in which our country is losing revenue that could have been used to provide rights based services to our people.

Like last year and many years before, we continue to demonstrate immense institutional and corporate development as is explained in Section Five of this report where in the wake of immense challenges of transparency and accountability in Uganda, ActionAid continues to demonstrate its impeccable commitment to transparency and accountability. And we demonstrate that ActionAid continues to improve its work environment for its staff and partners.

We are under no illusion that development work doesn't come with challenges and true to this 2014 was witness to some challenges that we had to overcome. In addition to several operational challenges in 2014, most notably the infamous and negative publicity we got from the support we gave to a 'high profile' GBV case that was carefully orchestrated to undermine and divert our work, as well as targeted media publicity following the dismissal of our former Audit Manager, both of which we managed fairly well, AA Uganda continues to suffer systemic challenges impeding our potential, including: an increasingly difficult operating environment in which to challenge an unjust status quo is interpreted as an attack on the government. As such, an important campaign such as the Black Monday is as risky as it is important in advancing better public accountability.

The political context is also undermining fundamental freedoms of association, speech and assembly. Our internal resilience and external connections however saw us through some of these stressful difficulties.

We realize that alone, we can only achieve as much and so as I conclude, I would like to take this opportunity to heartily thank our generous donors and supporters as listed on page 45. We also thank our civil society partners who despite a difficult operating environment demonstrate unshakable belief in advancing the cause of justice. I most sincerely thank my colleagues on the Board who despite their exceedingly busy schedules and commitments continue to voluntarily make time to offer guidance to ActionAid in Uganda. And finally I thank Management and staff at the frontline of advancing our mission in this country. Their daily effort is what translates to all the results we are proud of.

Now, it's my honor to welcome you to join us in celebrating our successes in 2014!



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James AA Otto  
**Board Chairperson**  
**ActionAid International Uganda**





*An official from the Dutch Embassy takes part in regular chores with a host family in Barlonyo, Lira District. This was part of the Immersion Programme ActionAid has championed to bridge the gap between decision makers and the life Ugandans live.*

Photo by Hillary Ayesiga





# 2014 in Figures

**1,130** women and girls reporting freedom from GBV

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**10,167** women and men mobilized to challenge violence, harmful practice

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**5,410** Persons with knowledge, understanding that women shoulder burden of care

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**17,104** women, men, youth and children sensitized on GBV

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**1,679** incidence of GBV cases against women, girls, boys and men

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**4,999** women, men, youth mobilized/sensitized on Tax justice

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**12,624** women, men and youth trained on GBV

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**11,394** Women, men, youth attending sensitization meetings on the burden of care

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**52** Households with women, men, boy and girls sharing responsibility

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**5,369** Women, men and youth participating in awareness and sensitization on women LR

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**1,113** women, men and youth who are food secure

---

**1,936** farmers supported with agricultural seed and inputs

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**13,756** persons aware of women SRH rights and services

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**1,007** people trained on disaster and risk reduction

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**72** LGs with plans that reflect locally determined priorities

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**416** GBV cases resolved/concluded

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**75** schools and communities trained in core education rights

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**121** people effectively compensated and resettled

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**594** women, men and youth aware of and actively participating in oil services

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**34** civil society aware of and actively participating in oil services

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**906** people trained in CRSA

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**2,460** women, men and youth aware, sensitized on HIV/AIDS

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**1,066** women accessing, controlling land and other productive resources

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**533** farmers practicing CRSA

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**295** Community members who participate in LG planning, decision making on public services

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**3,301** women, men and youth trained in LG planning and budget process

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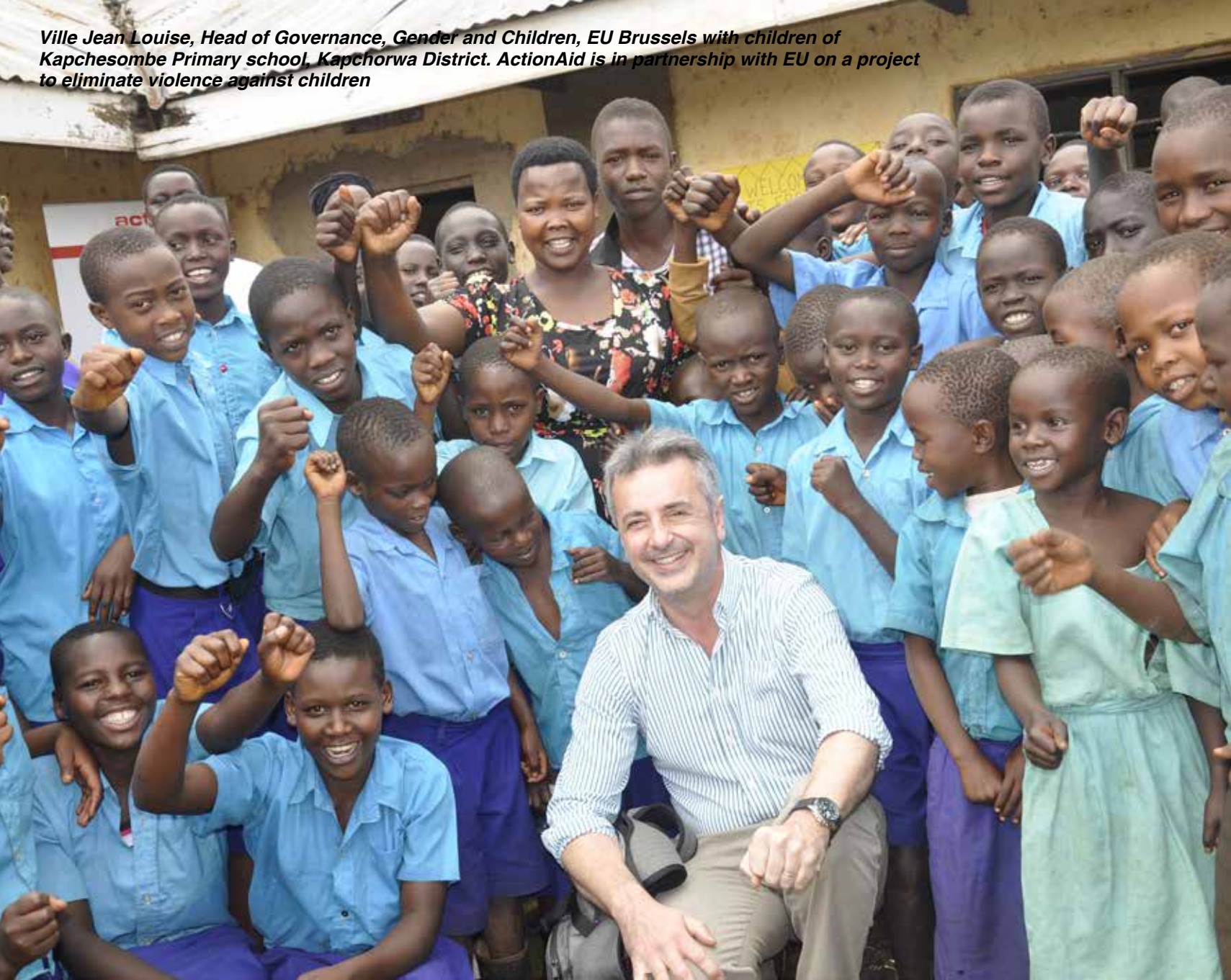
**2,531** people (girls, boys, teachers and parents) who are aware of the 10 core Education Rights

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**4,251** men, women and youth sensitized and aware of their civic rights and responsibilities

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***Ville Jean Louise, Head of Governance, Gender and Children, EU Brussels with children of Kapchesombe Primary school, Kapchorwa District. ActionAid is in partnership with EU on a project to eliminate violence against children***



# 1 Introduction and Overview

ActionAid Uganda (AAU) is a Ugandan Development Organization and an Affiliate member of ActionAid International. It has a local Board composed of 11 (6 women and 5 men) with a constituted assembly that meets annually. We work in over 46 districts with physical presence in 10 and in others in partnership with 65 civil society organisations across the different regions in Uganda. Our work in 2014 was supported by 133 (57 female and 76 male) staff.

Like last year and previous years, ActionAid Uganda's work continues to win it accolades from various sections of the Ugandan public and the development community. In 2014, we were proud winners of a maiden 'Life Savers Award', an initiative that recognizes individuals and organizations - public, private and public making a significant contribution to humanity.

ActionAid beat off stiff competition from more resourced and larger organizations in the NGO community to get the vote of the public as the foremost development organization with far reaching impact of the lives of people. This achievement follows other notable recognitions we got for our work in advancing accountability and transparency in Uganda.

The year 2014 marked ActionAid Uganda's third year implementing its Country Strategic Paper (CSP) IV 2012 - 2017 code named Embracing Rights and Improving Lives that has three mission priorities or programme focus areas, namely: a) women's rights and

gender equality; b) sustainable livelihoods; and c) participatory democracy and governance. In total our CSP IV has 13 Strategic Objectives, three of them mission related and the rest organizational focused.

This Annual Report is presented in a slightly different structure than what has been common in the last few years. In order to break silos, we made a deliberate shift from presenting our programme work under the three mission priorities (programme focus areas) as outlined above and instead synthesize most of the work we have delivered in advancing our mission under three important components of our Human Rights Based Approach (HRBA).

Immediately following this introduction is a section on actions geared towards **Empowerment** and highlights our work from the three programme focus areas that contribute to advancing our commitment to creating the necessary conditions to build knowledge, organize people and influence critical decisions that impact the lives of people, especially those living in poverty.

This is followed by a presentation of **Solidarity** Actions for Change in which demonstrates our commitment to connect people and institutions committed to defending and advancing and agenda for justice.

Section 4 then presents our work around **Campaigning**, again featuring actions from all the three program focus areas that generates evidence for policy influ-



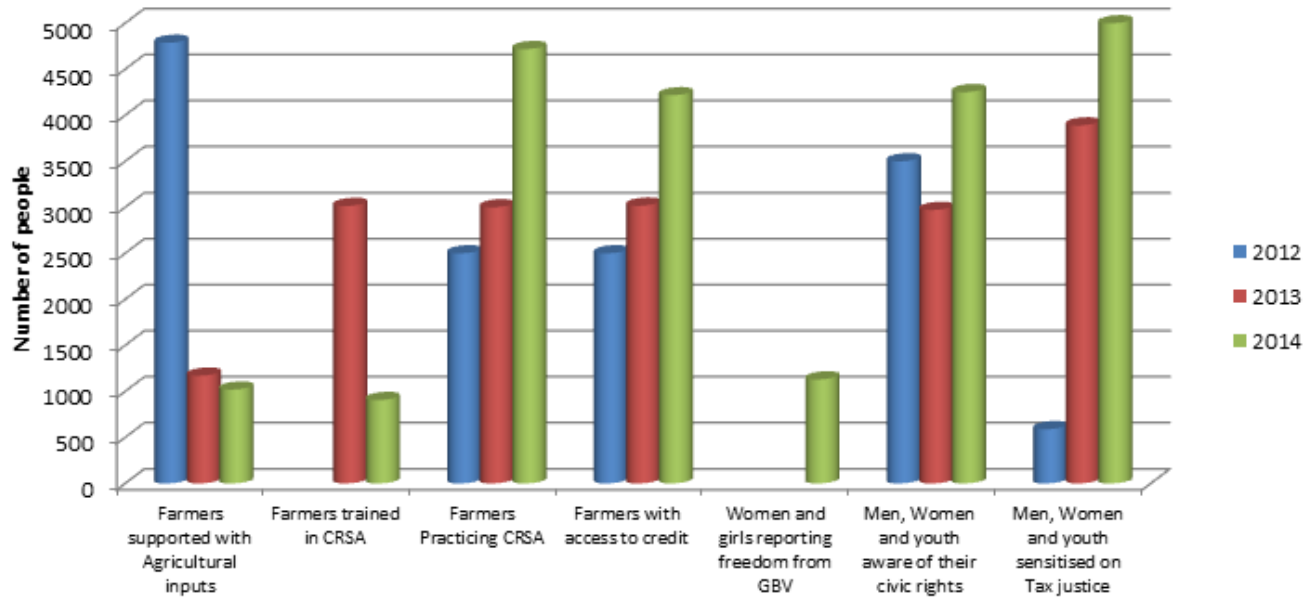
ence, mobilizes masses to exert pressure for political and social progress and demonstrates people power.

We also make an attempt in this Annual Report to present results in the form of trends and progress from previous years. This we believe is important to demonstrate our commitment to keep building on successes in the past, as well as draw lessons from both successes and failures.

The figure below is an example of how we are tracking results from 2012

Finally, the results and achievements presented all through this report have been made possible through funding from both our regular giving income as explained in the fundraising section as well as project income from a number of donors that are listed and acknowledged in Section 7 of this report

### Tracking Results over the Years (2012-2014)



***Reknown artist 'Bobi Wine' inspires young people during the Anti-Corruption Caravan in Pallisa District. ActionAid increasingly uses popular arts for mobilisation***







*The Speaker of Parliament receives one million signatures, most from smallholder farmers against the proposed tax on agriculture inputs. Parliament eventually listened to their voice and scrapped the proposed tax.*



# 2 Empowerment Efforts

Empowerment is at the heart of ActionAid's approach to change. In our thinking, human rights can only be achieved if people living in poverty have active agency.

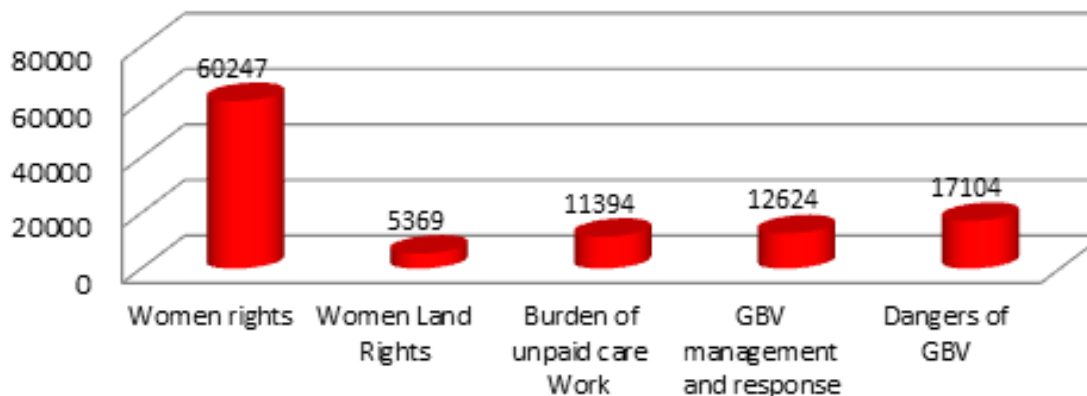
In 2014, AAU continued to pursue the empowerment for rights holders, their communities and organizations through building critical awareness of their situation, organizing and mobilizing for individual and collective actions, monitoring public policies and budgets, developing communication skills and response to vulnerability and needs through rights based approaches to service delivery. In 2014, our empowerment efforts led to several gains in combating GBV, reduction in harmful traditional practices, expansion of our HIV/AIDS Outreach, collective marketing by smallholder farmers

and their improved livelihoods as summarized in the subsection below.

## More Gains in the fight against Gender based Violence [GBV]

There was an increase in the number of cases of violence against women reported from 1882 in 2013 to 3208 in 2014. These efforts also resulted in a number of community based initiatives being formulated to respond to the problem of GBV at local levels. For example, in Kumi, 7 male champion clubs were formed and are responding to GBV through referrals of GBV cases to different institutions, as well as conducting mediations in community.

Number of people reached out with empowerment efforts



*Girls standing in solidarity against FGM during commemoration of Day of the African Child in Amudat District. ActionAid with support from the EU is working on violence against children including harmful traditional practices.*



In these groups over 2000 model men have broken the gender stereotypes and have become champions of women rights, support each other through peer to peer and role modelling. This led to an increase in the level of awareness among the women, girls and men on women rights to freedom from violence. Consequently, we have increased access to justice for GBV survivors through psychosocial counseling, mediation and legal aid services.

### **Mitigating the spread of HIV/AIDS**

The link between violence against women and HIV and AIDS cannot be underscored. , With the aim of improving the quality of life for HIV and AIDS affected people, AAU working with different partners managed to reach out to 4,123 men and 3,983 women with HIV and AIDS services including HIV Counselling and Testing in Kampala, Mityana and Kalangala districts.

These interventions resulted in improved treatment adherence to Anti-retroviral therapy for PLHIVs. Further, these efforts saw community volunteers distribute over 5260 pieces of condoms to mostly youths as a preventive measure for mitigating the new infection rates of HIV/AIDS.

### **Accelerating abandonment of harmful traditional practices**

The issues of early and forced marriages has been on the increase and under the theme: "Let girls be girls, not brides", AAU conducted sensitization meetings for teachers in Kapchorwa district, a senior woman teacher revealed the story about a local girl, Yeko's family's

plan to have her forcefully married off. AAU working together with Uganda Society for Disabled Children (USDC) visited Ngaimbiriri Primary School and engaged with the school management and successfully rescued the girl Yeko. She expressed how her future dream was being shuttered.

*"I want to stay in school and become a Doctor but I am worried that if I get married, I will drop out of school and the man they want me to marry could be HIV Positive and infects me as this happened to one of my friends", says Yeko Faith aged 15 years, a Primary 7 pupil and resident of Ngaimbiriri village survived a forced marriage in May 2014.*

Yeko lives in a family of 6 with 4 siblings. Yeko's school attendance had already become irregular as the brothers would frequently stop her from attending school and other times threaten her that they will pick her from school and marry her off.

AAU together with its partners engaged the parents and Child and Family protection Unit of the police into a dialogue to make them understand the effects of early marriage. A follow-up visit to the family was made and discussions were held with the parents and siblings and emphasis was put on how they should monitor closely Yeko's status.

Six months later, Yeko was able to sit for her primary leaving examinations. She is happy to still be in school with great reduction in violence at home.

She hopes to stay in school and attain her dream of being a doctor and ambassador of girl child education



## Alternatives for resilience and sustainable livelihoods

In order to empower the general population with alternative, diversified and resilient sources of income, AAU supported 13,475 people (6,834 men and 6,641 women) in agricultural production, cooperative development and accessing quality agricultural inputs. As a result of this empowerment drive, 522 women and 1,011 men have reported increased earnings, 1,113 households are food secure and 1,007 have enhanced production technologies.

Through livelihood programs, AAU continued to empower households and small holder farmers to increase production, food security, incomes, technology and better markets for access of inputs and sale of their produce. In 2014 AAU distributed agricultural inputs to 3,589 farmers (2,008 females 1581 males) ,360 farmers (235 female and 125 male) receiving oxen; 20 women receiving 20 heifers and 75 goats; 229 farmers (157 females and 72 males) receiving ox-ploughs to expand land for productivity.

Similarly, 5106 people (3041 females and 2065 males) gained knowledge and skills on different aspects of food security, climate change, enterprise selection and collective marketing/cooperatives. In Pallisa for example, over 1,800 small holder farmers were trained in collective marketing, market intelligence, value addition, financial literacy and cooperative management in order to enable them pool their agricultural resources and market collectively for increased bargaining power and eliminate exploitation by middle men.



### Rural women invest in commercial agriculture and Business

*Ruth Auma, 41, a member of the SOCADIDO women's Group in Katekwan village, Kidongole sub county, has come to believe that the more information one has at their disposal, the better*

*"We started by cultivating cotton on large scale but prices were not good. Our turning point for the group was when we joined Koena Aipekitoi Farmers Association, a parent co-operative that works with 25 groups and has 241 paid up members".*

*At the close of the harvest season, the cooperative collects produce from members and collectively markets it for better prices. This, the members say, has reduced exploitation from the middle men who tend to buy cheaply from rural areas and resale at exorbitant prices. Besides supplying Soroti Catholic Diocese Devt Organization (SOCADIDO) women's group with inputs and farm implements ranging from goats, maize seeds, tree seedling, an ox plough and two oxen, Auma says her biggest gains were in the areas of training on better agricultural practices and how to go about with agribusiness. "In one of those trainings, they told us that before getting into any business, one must ascertain the population of the area they intend to sell their goods to, and also weigh whether the targeted clientele can afford goods at the decided price.*

AAU worked with the Department of Meteorology in the Ministry of Water and Environment (MWE) to enhance access to reliable weather data. There is an increase in access to timely and accurate weather information for better agriculture and livelihoods through installation of weather stations in Kumi and Katakwi in Ongino and Kapujan sub counties respectively.

**Power of Information and Collective Action**

AAU increased knowledge, information and skills through training of 3,834 farmers (1,967 females and 1,876 males) on basic human rights and advocacy. As a result of these trainings and provision of additional information a total of 1582 people (1002 female and 580 male) reported to be enjoying an improvement in quality of public services in 17 districts and 38 sub county local governments accruing from citizens' participa-

tion in decisions about provision of public services. Further empowerment resulted from training of community based resource trackers on Public Expenditure Tools; participation in local government planning, tax justice meetings and access to information. In Katakwi District for example, the revenue trackers and women accountability groups embarked on demanding for accountability from their district leaders and speaking about tax matters and services delivered. In Nebbi district, citizens held their leaders accountable in Panyango sub-county local government causing rehabilitation of two water points in Pacego Health Centre II and Pakia Health Centre III.

Similarly, in Apac (Apac sub-county), demand for accountability led to a road connecting Agro to Agweng landing site measuring 7.5KM which previously was accounted for as done to be reinstated.

***Rt. Hon. Rebecca Kadaga, Speaker of Parliament signs a commitment register pledging to play her part in ending GBV in Uganda. Looking on is the Head of Office of DFID in Uganda, Mr. Graymore. ActionAid is able to attract and enlist high profile leaders to advance its mission.***



*Mr Rwereza of the Inspectorate of Government flags off the 2<sup>nd</sup> Anti Corruption Caravan at ActionAid Uganda Head Office in Kampala. ActionAid works closely with Government and other stakeholders in order to realise longterm sustainability and commitment to our mission.*





# 3 Solidarity Actions for Change

Solidarity is fundamental to ActionAid's way of working and defines who we are and what we do—connecting citizens in one part of the world with people who are struggling with poverty and injustice in another. As espoused in our theory of change, we believe that it's through solidarity, that we can harness our collective power to challenge the powerful individuals and corporations. We believe in harnessing this power by linking up with others in similar struggles, building wider alliances, taking on direct actions in support of others or harnessing the power of communication to collectively attract attention of those with authority to take action against any form of oppression and injustice to humankind.

As part of the implementation approach and consolidation of the gains and successes of 2013, AAU continued to work in solidarity with groups of men, youth, women and other organizations to secure alternatives to ending poverty and injustice. There is evidence of existence of strong networking and collaboration among groups of smallholder farmers, GBV survivors, youth, children, men and women.

## **GBV Coalition Engages Parliament**

Solidarity efforts to end violence against women and girls led by the Domestic Violence Act (DVA) Coalition were undertaken in 2014. On August 19, 2014, the Coalition petitioned the Speaker of Parliament, Hon. Rebecca Kadaga to ensure that Parliament and Min-

istry of Gender Labour and Social Development find resources for the implementation of the DVA for the various sectors and that adequate funds are allocated in the national budget. In addition to the petition, with the support of the Speaker of Parliament, the Domestic Violence Act Coalition presented a position paper to the Parliamentary Committee on Gender, Labor and Social Development tasking the Ministry of Gender to: give specific timeline for the approval of the draft National GBV Policy, to revoke the Certificate of financial implication and present specific budget allocations for the implementation of the Domestic Violence Act before parliament.

At district level, AAU worked with GBV coalitions and GBV survivor groups to ensure that women receive justice. The Marriage and Divorce Bill Coalition officially submitted the Citizen's appeal on the Marriage and Divorce Bill, 2009 to the Speaker of Parliament of Uganda on Friday 5th, December 2014 at the speakers' chambers. The petition called upon the speaker to fulfill the commitment to ensure that parliament discusses the bill to conclusion and have it enacted before end of the fourth session of the 9<sup>th</sup> parliament. The speaker committed to reinstate this onto the agenda of parliament this year.

The coalition provided alternative proposals on the framing and language in the bill so that members of parliament could have a working document which conforms to the human rights check list.

## Unpaid Care Work Gains Ground

ActionAid has been at the forefront of shaping work on Women's Unpaid Care activities. In 2013, following a successful pilot project in Palisa and Bwaise and a release of a report calling upon government and all stakeholders to 'recognize, redistribute and reduce women's unpaid care work', we focused on making the outcomes of this pilot inform national policy work and in 2014 we continued to work with others to ensure a national strategy is developed.

During the 2<sup>nd</sup> national women's week, AAU hosted a side event on the recognition, reduction and redistribution of care economy (work, a strategy to addressing the alarming poverty rates among women and was attended by 150 participants. AAU managed to support 10 Reflection Action groups (21 men, 119 women) leading to enhanced sharing of household chores to reduce the burden of unpaid care work.

## Standing with Ndorobo-Benet Community in their land rights struggles

The Benet people have for long decades struggled for the recognition and restoration of their rights to land, and faced repression from successive Ugandan Government authorities. Following prolonged disputes, their land was gazetted as part of the newly created Mt. Elgon National Park in 1983 and were threatened with eviction by Uganda Wildlife Authority (UWA) in 2002, only to be saved by a Consent Judgement of the High Court in 2005 following the intervention of ActionAid and Uganda Land Alliance. The judgment declared that the Benet Community residing in Benet Sub County.

While they celebrated, their hope to reverse the situation was only shot lived. In 2014, the Minister for General duties in the Office of the Prime Minister-(OPM) ordered for the eviction of the Benet. Through their leadership, the Benet Lobby Group raised an alarm with ActionAid Uganda which took lead mobilising other stakeholder to stand in solidarity and support Benet have their land rights respected. In solidarity with the Benet, we worked with media to bring the issue to public domain, and directly petitioned the Minister of General Duties against the planned evictions, among other actions that resulted in parliament of Uganda halting the eviction. While this provided a ray of hope, the justice for Benet is still far from sight.

## Strengthening Advocacy on Cooperatives and Collectives

Changes in solidarity action were realised in sustainable livelihoods especially with profound impact on cooperatives, village savings and loan associations, collective access of seed and tools and collective marketing. For example, the cooperative in Kidongole registered an increase in membership with 325 (187 women) renewing their membership and paying up their dues, bulking their produce in the store and continues to act as an engine for empowerment of smallholder farmers in Bukedea District. Through the cooperative, 11 Village Savings and Loan Associations sprouted and all have an average of savings of 8,000,000 each which is lent out to members for various productive ventures. The farmers in Kumi alone stored 9.4 tonnes of maize grain that earned farmers income of 5,408,730/= at a price of 570/= compared to 400/= per kilo for individual farmers that would have earned only 3,795,600/=.





**ATTENTION TO THE RURAL**  
with annual cases of agricultural pests in the region  
putting livelihoods at risk. Diseases as a result of  
over burden small scale farmers in the region  
neglect the taxonomic approach in agriculture  
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*Hon. Maria Kiwanuka, The Minister of Finance, Planning and Economic Development (Right) launches a Report on Double Taxation Treaties by ActionAid and SEATINI.*



# 4 Campaigning for Policy Change

Our work on Campaigning is about creating and harnessing the people's power around demands aimed at achieving political and or social change in the fight against poverty. It involves research and evidence generation, advocacy, lobbying and mass mobilization. In 2014, our campaigning work included advancing the tax power campaign, mobilization of smallholder farmers to reject regressive tax proposals and continued mass mobilization against corruption through our participation in the Black Monday Movement and anti-corruption caravan.

## A Call for Tax Justice

Over the years, developing countries Uganda not excepted have exhibited a poor track record in negotiations, in many cases they have given away more taxing rights than was envisioned in the UN's model tax treaty, and left open opportunities for international tax avoidance by multinational companies. Consequently financing for social service delivery in Uganda has remained low. Cognizant of this perennial problem, ActionAid in partnership with SEATINI-Uganda initiated a tax revenue campaign with the overall objective of contributing to equitable growth and development through increased tax revenues for the provision of public services in education, health and agriculture.

A study to analyze the Double Taxation Treaties between Uganda and Mauritius and Uganda and Netherlands to support evidence based advocacy for Uganda to close tax loopholes facilitated by double taxation

agreements, in order to increase revenue intake to invest into development. 3500 copies of the study were printed and disseminated to various stakeholders ranging from policy makers (parliament) to government line ministries, civil society organizations, community based organizations, civil society budget advocacy group, tax justice alliance and taskforce, media and the general public. The analysis was used to generate debate and discussion among civil society organizations, ministry of finance, academia and other key stakeholders. The analysis was also discussed at a regional meeting with regional partners and the recommendation to develop a policy framework to guide DTTs was welcomed by the Ministry of Finance which committed to develop a policy framework to guide Double Taxation Treaties henceforth the government suspended negotiation of new Treaties until policy framework is put in place.

## One Million farmers rise and speak

Although the role of agriculture in poverty reduction and overall growth in Uganda is well recognized, investment in the sector remains minimal. In the last two decades, the agriculture sector in Uganda has received low financing that hovered between 2.5% to 4% that has affected productivity, household income and food security. This is inconsistent with the Uganda's commitments of allocating at least 10% of its national budget to the agricultural sector in accordance with the Comprehensive Africa Agriculture Development Programme Declaration (CAADP).

Contrary to citizens' call, the government of Uganda during the 2014/15 national budget, allocated a meager 3.1% of the national budget to the agricultural sector and further scrapped off the tax exemptions on agricultural inputs and instead proposed new taxes on the same.

Against this background ActionAid in partnership with CSBAG (Civil Society Budget Advocacy Group) and other non-state actors launched a campaign dubbed 'One Million Signature Campaign' to challenge the decision of scrapping tax exemptions and introducing new taxes on the already limping sector. One million farmers were mobilized across the country and petitioned parliament hence the rejection of the newly proposed taxes in the 2014/15 National Budget. This is a great milestone in ActionAid's work as it confirmed that if citizens are empowered, mobilized and equipped with the right information, they can influence decisions that affect them.

## The Anti-Corruption Caravan Continues to Re-awaken Ugandans in the Rural

The anti-corruption caravan which aims at awakening the population in predominantly rural areas on the vice of corruption was borne from the realization that the fight against corruption in Uganda was largely an elite urban struggle divorced from the rural majority. In 2014, ActionAid launched the second leg of the caravan in eastern Uganda covering 11 Districts namely Kotido, Abim, Amuria, Soroti, Katakwi, Kumi, Mbale, Pallisa, Tororo, Iganga and Namutumba under the theme "Stop the Silence, Shame the Corrupt" to further harness the gains achieved through the first and maiden anti-corruption caravan in Northern Uganda in 2013 under the theme "Wake up..."

The caravan strengthened citizens' response to the alarming levels of graft in Uganda; mobilized over 30,000 citizens for collective anti-corruption action and



*This campaign has been the most exciting experience in my life. After attending the launch in Kampala, I returned home and I spent that week visiting farmers groups in Pallisa, I traversed all local councils, attended all community events including burials and church services all in the pretext of conveying the petition message and how the proposed taxes will hurt the rural poor farmers. I presented the petition forms to everyone I met, interpreted, explained and convinced those with doubts and at the end of five days, I had secured 1,370 signatures which I handed over to PACONET the NGO in Pallisa to submit to CSBAG. |©CSBAG 2014*



raised public understanding about the dangers of corruption to service delivery and welfare of the citizens. Cases were also collected for further action, voices previously unheard given space and grand cases previously unheard unearthed. While citizens had the opportunity to expose and shame the corrupt, icons of integrity were also identified as part of the citizen efforts to reward and promote local champions in fighting corruption and deepening public education on the relationship between tax revenue generation, public service delivery and corruption.

Subsequent to the caravan, working with RAC in Kasese district for example, the former head teacher of Buzira Primary School in Kasese district was tasked to refund misappropriated UPE funds worth ugx. 840,000 whereas in Ntoroko district, a one Muganzi a former

head teacher and MudukaAsimwe, chair Board of Governors at Karugutu SSS were charged before courts of law with bribery and misappropriation of funds leading to recovery of 6,500,000 and 3,500,000 respectively.

3000 bodaboda cyclists were mobilized in Kampala and held a debate on the state of public services during the four anti-corruption rallies held in the division of Kawempe, Makindye, Rubaga and Kampala Central to augment anti-corruption mobilization during the anti-corruption week. Also bi-annual district barazas were conducted in the target districts of Katakwi, Soroti, Amuru, Amuria, Nwoya, Lira, Apac, Kumi, Ngora and Pader. In Katakwi, the Electoral Commission Registrar was interdicted for mismanagement of registration funds during the 2014 national ID exercise.

*The 2014 caravan unearthed the sorry state of social services delivery within the health, education and the law and order sector. Dilapidation for example symbolizes most government hospitals, drugs are scarce or never available, medical officers are insufficient and many Ugandans first have to bribe to get hold of a doctor. Most hospitals are stretched beyond capacity because the population influx surpasses their original plan. Access to good health care is and remains a nightmare for the local communities in Karamoja sub-region. The gravity of the problem is manifested in the state of Abim Hospital.*

*Despite the fact that Ministry of Health contracted Excel Construction Company to renovate the hospital sewerage system at a cost of 2.8 billion Uganda shillings, the company did shoddy work which instead led to the blockage of the entire system, an imminent risk to the lives of patients and other hospital occupants. Similarly graft in the education sector ranging from swindling of funds meant for setting up infrastructure like classroom blocs and latrines coupled with teacher absenteeism denied pupils access to education.*

*A case in point concerned a grant of 700 million shillings meant for the construction of two housing blocks and a pit latrine at Buligo Primary School in Iganga District. The tender contract in that case was won by a company allegedly owned by the District Engineer whom residents accused of influence peddling and conflict of interest as he is a member of the contracts committee. Cases of bribery were commonly reported against civil servants working in the justice law and order sector who are alleged to conspire with the rich to defeat any efforts of seeking redress for injustice occasioned against the poor.*

# Advocating for Equitable and Sustainable Exploitation of Extractive Resources

Through the *Oil in Uganda* information platforms, we have consistently provided relevant, timely, factual and regular information on the social and other aspects of Uganda's oil and gas industry, progressively contributing to and influencing public debate among policy makers, academia, civil society and the general Ugandan public.

We printed and disseminated sixty thousand newsletters in English across the country, as well as 12,000 more in Acholi, Alur and Runyoro that were distributed in the oil-rich Albertine Region. Our redesigned Oil in Uganda website currently hosts an average of 13,000 visitors monthly but registered the highest traffic in 2014, reaching 26,000 visitors in the month of July alone, and amassing over 3.8 million hits.



**OIL IN UGANDA**  
Everyone's talking about oil. We capture the whole conversation.

**Editorial**  
**Don't ruin it!**

**Think long term**

In late 2008, I met a girl that changed my life. Her name was Esther Kamukama and we were in the most beautiful place - a remote village in Bulindi, mid-western Uganda.

Esther was living on a papyrus mat, covered by a tinsel for a blanket. The toughest water had any child's health on emergency kits and no window bug nets.

She was severely malnourished by conventional standards. In a pristine natural environment there that could be overcome by a 14 mile pipeline of pristine untreated tapwater worth \$100 million (about \$11 per day). Indeed, we provided the bug factor, which had been there for years - she died three days later.

Residents of Pango sub-county in Nwoya district are appealing to government to allow removal of elephants from national parks. Elephants have ruined their homes and threaten the town center for safety.

**Murchison elephants scare away Nwoya residents**

By Floris Nduhuga and Beatrice Odundo

Wildlife Authority maintains the animal movements may not have any relation to unity of activities in the Park.

Residents of Pango sub-county in Nwoya district are appealing to government to allow removal of elephants from national parks. Elephants have ruined their homes and threaten the town center for safety.

**INSIDE THIS ISSUE**

1. All road vehicles registration for English residents

2. Crater "water" poisoning in Congo

3. Is it likely to change the environment?

Our information has supported women in the oil producing areas to re-claim their land rights and/or seek better compensation for their land and property. For example, a *story* we published in December 2014 regarding two women whose husbands had abandoned them after receiving compensation money for their land and property in Hoima was picked up by the *Hoima Police who then intervened* and ensured the women received their fair share of the money from their husbands. Another of our reports in November last year exposed a land grabbing case involving an American oil-waste disposal company that left over 1,200 victims in Hoima homeless. Although the case remains in court to date, the company that was involved in the dispute has since abandoned its plans and relocated to Kenya.

In 2014, we also made a decision to start interrogating the mining sector in Uganda which has been shrouded in secrecy for decades and we felt that Ugandans needed to understand it better in order for them to hold the government accountable for the exploitation of its immense mineral wealth. We therefore introduced a *special section* for mining on our website and in the newsletters.

We also significantly contributed to joint CSO efforts in proposing pro-poor mining policies as the government reviews the Mining Policy of 2001 and Mining Act, 2003 that are largely silent on community benefits, accountability and environment management. A *position paper* was developed and handed over to the Government Inter-Ministerial Committee that is handling the review process.



# World Savers Excellence Awards 2014

**Civil Society Award**

Presented to

**Action Aid Uganda**

On the 9th Day of December 2014 In recognition of having met the  
highest standard of excellence in 2014



---

Joel Ssekimpi  
President  
World Savers Network

---

Dr. Ogwel Benard Patrick (Ph.D)  
Chairman  
Awards 2014



# 5 Institutional Development

## Human Resource (HR) Performance

The HROE Directorate continued to support in developing and disseminating policies, managing and strengthening systems, structures, human; physical and material resources.

### Staff and Partner Capacity Building

With the recognition that human capital is a critical input for organizations, AAU supported trainings for staff and partners on the following aspects: Participatory planning in Local government and engagement tactics; Governance Monitoring; Women Leadership; Taxation and Just Economic Development; Petroleum Exploration and Production; Oil and gas Management Essentials; HRB Programming; Policy Advocacy and Research; Management Information System and in-house coaching and mentoring between line managers, staff and partners.

### Staff Planning and Staffing

The number of staff increased from 127 in 2013 to 135 in 2014. Attrition rose in 2014 in December to 10% from 9% in 2013 following the planned end of contract for 23 employees due to the closure of Women Protection Center project. Prior to that attrition was at 3%.

Six (6) staff left voluntarily, one (1) contract terminated and another staff was forced to resign following a whistle blow.

## 2014 Human Resource Head Count

Staffing Level /Categories	Female	Male	Total
Top	2	3	5
Directors	2	3	5
Middle	9	17	26
Managers	0	6	6
Coordinators	9	11	20
Lower	47	44	91
Regular officers	17	19	36
Trainees	8	2	10
Project Officers	20	8	28
Volunteers	2	0	2
Drivers & security assistant	1	15	16
International staff	2	3	5
Inspirators	0	8	8
Grand Total	<b>57</b>	<b>71</b>	<b>135</b>

## HR Support to the Federation

AA Uganda sent two staff to AA Malawi and another to Jordan to provide support in the areas of Finance and Emergency respectively.

In response to the federation wide appeal we mobilised and contributed 10,000 pounds for ActionAid's response to the Ebola Epidemic in West Africa.

*Inspirators pose for a picture after a retreat. Partners have greatly appreciated the value of the P4C Programme.*



## People4Change: Capacity Development and Knowledge Share

People4Change is one of several capacity development initiatives used in AA International to support the implementation of the overall strategy “People’s Action to End Poverty”. The programme operates with two kinds of capacity development interventions driven by highly specialized, theoretically and practically experienced *Advisors*, and *Inspirators*, who work on a short term basis of between 3 to 9 months. To enhance further the international solidarity, the People4Change programme operates with volunteers, *Global Contacts*, who comes for three months.

### Increasing Advisors and Inspirators’ influence

During the year of 2014, **Advisors** in local and national tax justice, governance and accountability, youth and communication became fully integrated

in the AAU programming teams, taking the lead on planned activities also among partner organizations, and communities where they are engaged with youth organizations, building alliances, advocating and campaigning. Planned placements for advisors were successfully completed with the addition of an Advisor to focus on Monitoring and Evaluation. The inspirators programmes had seven **Inspirators** working on focus areas of M&E and Advocacy and communication. Five of them have been placed with our Local Rights Programme areas; Busiki, Pader, Masindi, Kapchorwa and Katakwi, to support partners in each of these areas. During the beginning of 2014, it became clear that one of the challenges we are facing is that of keeping the Inspirators as short term and external capacity builders whose full potential could be realized with long term placements.

Finally, in 2014, the **Global Contact** volunteer program in Uganda facilitated the exchange of 81 volunteers and interns to different placements and partners around Uganda.

## AAU Communications at a Glance

The Communications unit realized tremendous growth and strengthening on its brand in 2014. This is attributed to the strengthened media relations, documentation, trainings, and the communications champions throughout the LRP.

As a result, the cost of media campaigns reduced to by 50%. This was because half of the space provided was either free or at half the price.

### Communication Proud's

- The organisation enjoyed an average of one television feature and mention every week of the year. The features ranged from our work on women rights, oil, tax, and governance to anti-corruption campaigns and agriculture.

In August, ActionAid enjoyed an average of one television feature daily during the anti-corruption caravan. In total, the mentions increased 80% increase from 2013. The televisions that featured ActionAid include UBC, NTV, WBS, NBS, URBAN TV, Bukedde TV, and Top TV.

- There was also an average of two radio mentions per day. The number shot up in August, September, and December to an average of six radio mentions per day. The radio stations that featured the organisation include Kfm, Capital Radio, Radio One, CBS and Radio Simba.
- In print Media, ActionAid had 15 stories that mentioned and featured ActionAid staff and our work.

This was in the Daily Monitor, The Observer, and The New Vision.

- The unit facilitated at least 6 trainings/workshops to enhance the communication skills of staff, Activista members, and partner organisations.

### Online Platforms

- ActionAid website received 23,604 visits to its website, which indicates a 36% increase from 2013. The total number of users of the Ugandan website in 2014 was 15,270, up from 12,230 in 2013.

This is attributed to the frequent updates with news, stories, and pictures that kept the website updated and relevant.

- The number of twitter followers rose by 70% in 2014.
- The Facebook usage and likes also rose by 133%.

### Documentation and Sharing

- The unit throughout the year strengthened its internal communication by sharing weekly updates to all staff, the General Assembly, and the Internal Governing board.
- The unit also shared over 100 resources in photos and stories on the federations Stories Hub. As a result, ActionAid Uganda work featured in most of the federation countries websites, reports, and social platforms.

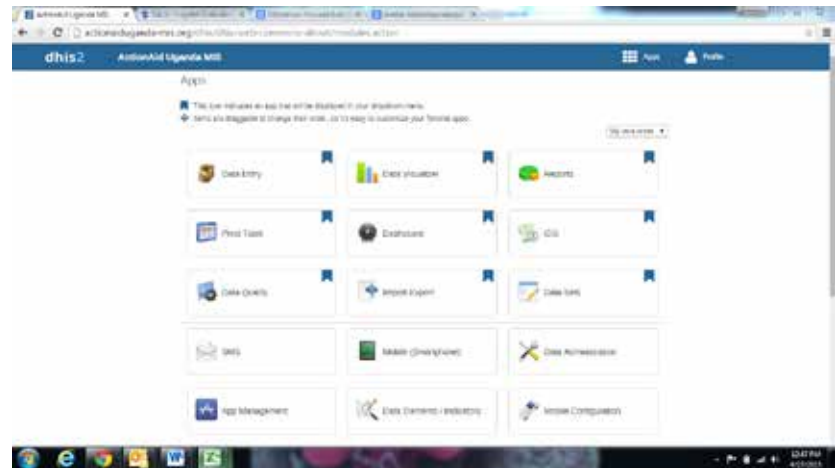
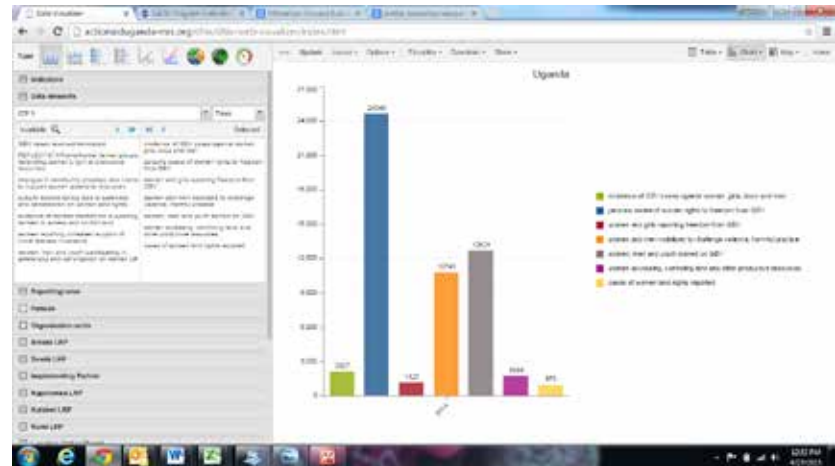


## AA Uganda's MIS comes of Age

With financing support from DFID's Program Partnership Agreements (PPA), AA Uganda has in the last three years heavily invested in developing a robust Management Information System (MIS) to support results reporting. In 2014 we took great strides to roll out the MIS across all the Local Rights Programmes (LRPS) and we are beginning to reap the fruits.

To date, over 130 country staff have been trained to use the MIS for data entry, analysis and reporting. The MIS has translated the Monitoring and Evaluation framework into an operational mechanism linking our key actions, outputs, key outcomes and changes realized in the course of AAU and partner program implementation. Using the online platform, staff are now able to capture data on progress made in program delivery and the number of people reached as well as the changes accruing from the different programs in real time.

Though great steps were attained, some challenges were encountered especially relating huge data backlogs for 2012 and 2013 and comprehension by some staff, challenges that we shall address in 2015.



## Fundraising/Resource Mobilisation

The fundraising key functions in 2014 covered two main areas - partnership (non-regular) and sponsorship (regular) incomes; and contract management. We raised UGX 10,345,989,411 against planned partnership income (comprises of income from Institutional, High Value donors, Trust and Foundations) of UGX 10,655,405,0001 which was 97% of the target income. The new funding contracts signed in the year included phase II of Public Financing for Agriculture (PFA) worth UGX 2,185,488,000 from Bill and Melinda Gates Foundation, GBV Safety Centres worth UGX 1,162,932,354 from UNFPA, National Development Strategies project UGX 109,126,500, Women Land Rights and Livelihoods projects 278,461,200, Women's Rights In Agriculture UGX 130,000,000 and Extractives Governance worth UGX 117,200,000 from Australian Department of Foreign Affairs and Trade (DFAT).

We continued to meet all our reporting and accountability requirements to our supporters. Basing on this collaborative partnership with funding affiliates, we raised UGX 10,145,248,911 against planned income target of UGX 8,875,207,881 from sponsorship. This was 13% above the planned sponsorship income. However, we continued to face a continued reduction in our sponsorship links mainly because of effects of the economic conditions affecting citizens in Australia, Ireland, Italy, Spain, Sweden and UK whom we reach through the strategic support of our affiliate partners. We therefore closed 2014 with 16,610 supporter links which was 592 links lower than in December 2013. While we enrolled 930 new links in 2014, with Brazil recording the highest, we lost 1,560 exiting links. We

deepened the integration of sponsorship activities involving children and parents at community levels into mobilisation and actions on rights. This has increased accountability to the communities and children. We also cleaned 40% of sponsorship (NK) record of all the children from 4 LRPs in which we carried out child census. As a result, a programme strategy has been developed to target the older children as activists (activista) – part of the youth programming in the LRPs.

In 2014 ActionAid Uganda prioritised the development of a fundraising strategy which was shared with and received remarkable input from the Board. The aspirations of the fundraising strategy is to increase and broaden fundraising innovation, competencies and investment in order to increase income from within Uganda to beyond the target set in CSP IV and further increase the target for partnership income beyond the strategy target of 40%. The Board and Management committed to invest more than 4% which has been an overall average fundraising cost per year.

In contract management for projects, we closed the year with a gross performance of 95%. This was an improvement from 69% recorded in 2013. We recorded increased compliance to donor contractual conditions because of increased involvement of the funding partners in the inception processes.

Efforts were made to improve on donor our engagement and relationship. ActionAid Uganda participated in a number of donors meetings to input into their country strategy development processes in addition to hosting visiting officials from DFID, EU, Swedish Embassy, Danida, potential high value donors, among others.

## Internal Audit

Internal audit is an independent department established by the board to evaluate and report on the risks that may prevent the organisation from achieving its strategic objectives and to provide the board with assurance of the adequacy and compliance of internal controls. Internal Audit derives its mandate from the AAIU's audit charter and Accountability Learning and Planning Systems. To ensure independence the Head of Internal audit/Audit Manager reports functionally to the Finance and Audit Committee of the Board and administratively to the Country Director.

In 2014 the Internal Audit planned and executed 32 risk based assignments and two investigation exercises. This further strengthened the internal controls, kept management abreast with key risk mitigation measures that resulted in strengthened governance in AA Uganda.

Management actively participates in the identification of risks and update of the risk matrix and works collaboratively with Internal Audit to address issues raised during Audits and Investigations during the quarterly Management Audit Committee Meetings. Internal audit maintains a risk matrix highlighting key risks which are regularly updated and discussed by the Board Committees and the Board

Internal audit unit actively monitor progress against the agreed action plans until we receive confirmation from management that all agreed actions have been completed through the audit query matrix/audit log.

## Finance Performance

ActionAid Uganda total income in 2014 was Ushs 20.6 billion. This is an impressive result in the context of the continuing global recession environment, and exposure to European sources of funding which is the main driver for the decrease of 17% compared to the prior year. Total expenditure was Ushs 26.2 billion an increase of 18% which resulted in a deficit of Ushs 5.5 billion after exchange gains and losses are considered.

### Income

The performance on total income decreased in 2014 by 15% compared to prior year. This was derived mainly from Child sponsorship, official and non-official fundraising and other donors through ActionAid International during the year ended 31 December 2014. Official and non-official income also includes income from Trusts, Foundations, Corporate Bodies, individuals and other NGOs.

This reduction in income is attributed to normal attrition of child sponsors, closure of high value funding projects like Gender Social Accountability in Health, Danish TV collection project and also EC funding for 2014 was received towards close of 2013: and a decision by AADK to offset prior year realised exchange gains from 2014 planned income. Most significant non child-sponsorship funders were DFID at Ushs 2 billion, Democratic Governance Facility at Ushs 1.4 billion and UNFPA at Ushs 1 billion. Strong performance of child sponsorship income resulted from expansion in new markets of Brazil which offset declines in Greece, Sweden and Ireland.

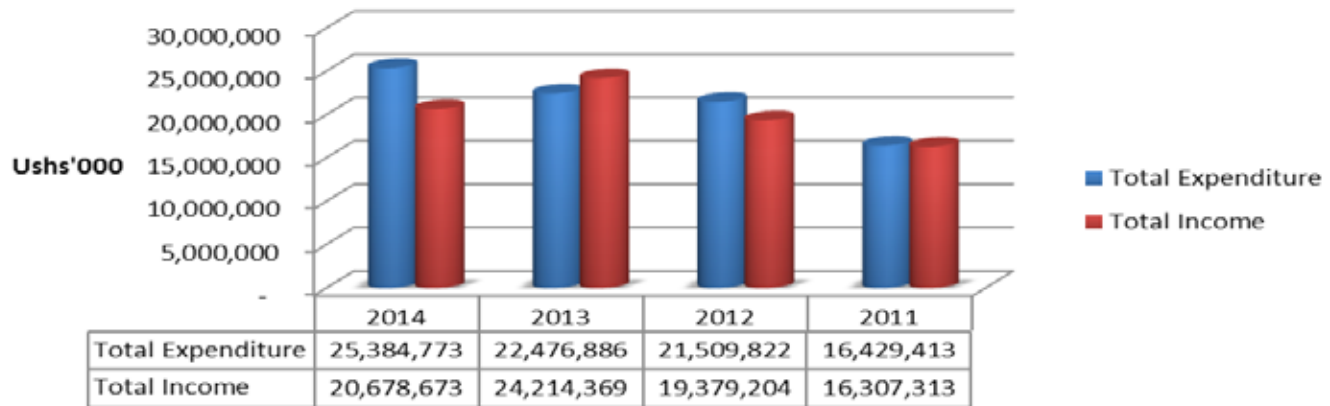


## Expenditure

Total expenditure at Ushs 26.2 billion is 18% higher than 2013. Direct programme costs increased by 16% in large part explained by increased costs of outreach and campaign work especially on the anti-corruption caravan and a national conference on Gender Based Violence which involved considerably high input, transport and travel increased by 47.9% due to high cost of fuel, repair and maintenance of an old fleet

of vehicles and staff costs increased by 14% due to increase in head count as a result of new projects, the staff compliment increased from 111 in 2013 to 129 in 2014. Service costs increased by 31% due to additional external audit fees for end of projects and 26% increase in office costs is because the cost of doing business has also been rising especially for goods and services (Rent, fuel, IT services, Stationery etc) and 29% increase in capital costs because of increase in depreciation and amortization.

## Income & Expenditure Trends



## Extracts from 2014 External Audit

**ACTIONAID INTERNATIONAL UGANDA**  
**Summarized Financial Statements for the year ended 31 December 2014**

**INDEPENDENT EXTERNAL AUDITORS' REPORT**

The accompanying summary financial statements, which comprise the statement of financial position at 31 December 2014 and the statement of comprehensive income, are derived from the audited financial statements of ActionAid International Uganda for the year ended 31 December 2014. We have expressed an unmodified opinion on those financial statements in our report dated 28 April 2015. Those financial statements and the summary financial statements do not reflect the effects of events that may have occurred subsequent to the date of our report on the financial statements.

The summary financial statements do not contain all the disclosures required by the International Financial Reporting Standards, and the Uganda Companies Act. Reading the summary financial statements therefore, is not a substitute for reading the audited financial statements of ActionAid International Uganda.

**Board members' responsibilities for the Summary Financial Statements**


The board members are responsible for the preparation and fair presentation of the summary of the audited financial statements.

**Auditor's responsibility**

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with International Standards on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements."

**Opinion**

In our opinion, the summary financial statements derived from the audited financial statements of ActionAid International Uganda for the year ended 31 December 2014 are consistent, in all material respects, with those financial statements.

  
**KPMG**  
Certified Public Accountants  
P.O. Box 3509  
Kampala,  
Uganda

Date: 7 May 2015

**ACTIONAID INTERNATIONAL UGANDA**  
**ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2014**

	Note	2014 Ushs '000	2013 Ushs '000
<b>Income</b>			
Child Sponsorship Income	4	10,145,248	10,228,959
Partnership income-AAI	4	5,543,517	8,160,010
Local income	5	1,455,517	1,981,056
DFID	6	2,079,101	1,587,872
EC	7	-	1,506,701
DGF	8	1,455,290	749,771
<b>Total income</b>		<b>20,678,673</b>	<b>24,214,369</b>
<b>Expenditure</b>			
Staff costs	9	5,489,844	4,805,749
Office costs	10	1,447,535	1,144,728
Transport and travel	11	742,662	502,036
Service costs	12	383,313	292,319
Capital costs	13	505,661	391,311
Direct programme costs	14	17,035,925	14,658,137
Flexible fund levy by AAI	15	854,923	717,086
Exchange gains		(214,894)	(34,480)
<b>Total Expenditure</b>		<b>26,244,969</b>	<b>22,476,886</b>
<b>(Deficit)/Surplus for the year</b>		<b>(5,566,296)</b>	<b>1,737,483</b>
Other comprehensive income		-	-
<b>Total comprehensive (deficit)/income</b>		<b>(5,566,296)</b>	<b>1,737,483</b>

The notes set out on pages 16 to 34 form an integral part of these financial statements.



**ACTIONAID INTERNATIONAL UGANDA  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2014**

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2014**

	Note	2014 Ushs '000	2013 Ushs '000
<b>Assets</b>			
<b>Non-current assets</b>			
Property and equipment	17	1,004,643	672,001
Prepaid lease rentals	18	9,430	9,654
<b>Total Non-current assets</b>		<b>1,014,073</b>	<b>681,655</b>
<b>Current assets</b>			
Receivables	19	8,089,721	11,180,792
Bank and cash balance	21	2,344,156	4,812,196
<b>Total current assets</b>		<b>10,433,877</b>	<b>15,992,988</b>
<b>Total assets</b>		<b>11,447,950</b>	<b>16,674,643</b>
<b>Reserves and Liabilities</b>			
<b>Reserves</b>			
Revaluation reserves		9,408	9,632
Other reserves (AAI)	22	7,338,467	9,933,341
Accumulated reserves		2,126,434	5,097,632
<b>Total reserves</b>		<b>9,474,309</b>	<b>15,040,605</b>
<b>Liabilities</b>			
<b>Current Liabilities</b>			
Payables and accrued Liabilities	23	1,973,641	1,634,038
<b>Total liabilities</b>		<b>1,973,641</b>	<b>1,634,038</b>
<b>Total reserves and liabilities</b>		<b>11,447,950</b>	<b>16,674,643</b>

The financial statements of Actionaid International Uganda were approved by the National Governance Board members on 28<sup>th</sup> Apr 2015 and were signed on its behalf by:

  
Board Chairperson

  
Treasurer

  
Country Director

The notes set out on pages 16 to 34 form an integral part of these financial statements.

## Corporate Governance

The AAU Board remains steadfast in implementing governance practices where substance prevails over form. The governance framework allows the board members to consider conformity and performance, enabling them to balance their responsibility for oversight with their role as strategic counsel.

Three committees - Governance Board and Development Committee, Finance and Audit Committee and Programme Committee were established to assist the board in fulfilling its stated objectives. The committees' roles and responsibilities are set out in terms of reference, which are reviewed annually.

On average, participation per meeting was at 84% demonstrating the priceless commitment our Board has to their job.

Highlights of our corporate governance work in 2014 included:

- ActionAid Uganda successfully hosted the AAI Board meeting on 11th December in Jinja district. It also hosted ActionAid Tanzania for an exposure visit to Uganda to capture experience and create an opportunity for mutual learning. The mandate of the Board and General Assembly was also fulfilled as stated below:
- All quarterly Board and Committee meetings took place as planned and quorum was realized.

- The 8th Annual ActionAid General Assembly was successfully held on 14th June 2014 preceded by an induction of new General Assembly members on various topics aimed at assisting them in executing their mandate.
- We successfully replaced 6 exiting General Assembly members through a process which resulted in the recruitment of 2 new Board members namely Nicholas Opiyo and Moses Opondo.

The board meets at a minimum of three times a year with a provision for extra ordinary board meetings where necessary.

Name of Director	March	June	Nov.	Dec.
Judith Davey	x	✓	x	✓
James A Otto	✓	✓	✓	✓
Dr. Consolata Kabonesa	✓	✓	✓	✓
Evelyn Mugenyi	✓	✓	✓	✓
Judy Kamanyi	✓	x	✓	✓
Edna Rugumayo	✓	✓	Resigned Aug.	
Caroline Ekobu	✓	✓	✓	✓
Prof. Jassy .B. Kwesiga	✓	✓	✓	x
Deogratus Yiga	✓	x	✓	✓
Nicholas Opiyo	Appointed June		✓	✓
Moses Opondo	Appointed June		✓	x

- x – Absent with Apologies  
 ✓ – Members Present





*Children from Amudat District celebrating the Day of the African Child.*



# 6 Conclusion and Looking Ahead

As we celebrate all the programmatic and institutional gains covered in the previous pages, we are fully aware of the need to continuously look to the opportunities that the future holds for us. To enable ActionAid fully harness the immense opportunities to advance its mission, we must continuously commit to learning year in and year out. The following are some important actions and process we shall focus on in 2015.

## **Focusing - Doing Less and Better**

As we transitioned from CSP III to IV, there was a commitment to narrow down and focus and while attempts have been made, it didn't work as well and as result we (especially through partners) appear to be doing so much everywhere.

We must take more bold actions to focus and deepen programme quality and impact.

## **Re-examination of our Structure and Ways of Working to achieve Greater Efficiency**

AA Uganda has evolved from a predominantly service delivery organisation in the 1980's to one that emphasizes a holistic Human Rights Based Approach (HRBA) delivered with and through partners in an elaborate Local Rights Programme (LRP) structure.

Concerns have been raised about whether this is the best way of organising in a changing context and so we shall examine our structure and partnership approach in line with our desire to do less and do bet-

ter and set in motion a progressive reform process to make us more efficient and effective.

## **Investments in 'Out of the Box Fundraising'**

The architecture for financing development is fast changing, as is the development trajectory in Uganda today. Our long due Fundraising Strategy will be completed in the first quarter of 2015 to guide our strategic work in this area.

To be able to achieve all the above and more, we have already set in motion an important process to enable us prepare adequately for the opportunities ahead.

We are undertaking an extensive midterm review of our Country Strategy Paper Four (CSP IV) with a focus on three important parameters:

- a) Progress check on commitments and targets we committed to in 2012;
- b) An examination of our fast changing environment and cast our relevance within the wider politico-economy context in Uganda, regionally and globally and respond appropriately; and finally
- c) Examine how we are organised and delivering our mandate with aim to attaining greater efficiency - delivering more with less!

The future is bright and it is up to us to make the most of our beliefs and harness our diverse potential and capabilities.





*From left to right: the Head of Office, DFID Uganda, the Hon. Minister of State for Gender, Hon. Woman Member of Parliament for Gulu District and Head of UNFPA in Uganda officially open the Women Protection Centre in Gulu.*

# 17

# Supporters, Donors and Partners

## Funding Affiliates

1. Actionaid United Kingdom
2. Actionaid Sweden
3. Actionaid Italy
4. Actionaid Brazil
5. Actionaid Spain
6. Actionaid Denmark
7. Actionaid Australia
8. Actionaid Ireland

## Donors and Research Partners

1. DFID-UK
2. DFID-Uganda
3. Department of Foreign Affairs and Trade (DFA-T)-Australia
4. Democratic Governance Facility (DGF)
5. European Commission
6. UNFPA
7. Ford Foundation
8. Rush Foundation
9. Alistair Berkley Charitable Trust
10. Patel and Judith Lucy
11. Dr. Bhati
12. Institute of Development Studies (IDS)



## CIVIL SOCIETY PARTNERS IN 2014

In 2014, AAU worked with 66 partners at national and local level including CBOs, NGOs, Networks, Alliances, coalitions and movements.

1. ANTI CORRUPTION COALITION UGANDA (ACCU)
2. TESO ANTI CORRUPTION COALITION (TAC)
3. RWENZORI ANTI-CORRUPTION COALITION (RAC)
4. MIDWESTERN ANTI-CORRUPTION HOIMA (MIRAC)
5. FORUM FOR COMMUNITY TRANSFORMATION (FCT)
6. PARTNER FOR COMMUNITY DEVELOPMENT (PCD)
7. APAC NGO LINK FORUM
8. DENIVA
9. RECREATION FOR DEVELOPMENT AND PEACE (RDP)
10. COMMUNITY DEVELOPMENT RESOURCE NETWORK
11. IGANGA DISTRICT NGO FORUM
12. NACWOLA IGANGA
13. NAMUTUMBA DISTRICT NGO FORUM
14. NSINZE HIV/AIDS WORKERS ASSOCIATION
15. UGANDA CHILD RIGHTS NGO NETWORK
16. FIDA - UGANDA
17. UGANDA DEBT NETWORK
18. UGANDA YOUTH NETWORK
19. UGANDA SOCIETY FOR DISABLED CHILDREN
20. SEATINI
21. UGANDA WOMEN NETWORK (UWONET)
22. NATIONAL NGO FORUM (UNNGOF)
23. KALANGALA DISTRICT EDUCATION FORUM
24. KAFOPHAN
25. BUFUMIRA DEVELOPMENT ASSOCIATION
26. KALANGALA DISTRICT NGO FORUM
27. FAMILY LIFE SURVIVAL
28. NGARIAM SUBCOUNTY DEVELOPMENT ASSOCIATION
29. TOROMA PARTNERSHIP PROJECT
30. OMODOI PARENTS ASSOCIATION
31. KATAKWI DISTRICT DEVELOPMENT ACTORS N
32. KAPCHORWA WOMEN IN PEACE INITIATIVE
33. TUBAN ORGANIC FARMERS ASSOCIATION

34. BENET LOBBY GROUP
35. KACSOA
36. CAFHUR
37. VISION CARE FOUNDATION
38. KOENA AIPECITOI FARMERS ASSOCIATION
39. NACWOLA-KUMI
40. MASIRUDE
41. PUBLIC AFFAIRS CENTRE
42. BOMIDO
43. KIJUNJUBWA RURAL DEVELOPMENT ASSOCIATION
44. NEBBI NGO FORUM
45. PACEGO WOMEN CLUB
46. APALALA WOMEN ASSOCIATION
47. LIFE CONCERN
48. BARLONYO COMMUNITY CONCERN
49. BUSETA REFLECT DEVELOPMENT ORGANISATION
50. NABOA REFLECT DEVELOPMENT ORGANISATION
51. GOGONYO REFLECT DEVELOPMENT ORGANISATION
52. PALLISA CIVIL SOCIETY NETWORK
53. ARID AFRICA
54. WORUDONET-WOMEN RURAL DEV NET
55. MAKERERE WOMEN DEVELOPMENT ASSOCIATION
56. TUSITUKIREWAMU
57. UGANDA NATIONAL ASSOCIATION OF THE DEAF
58. NIFEAD
59. WIDCOM
60. KALANGALA DISTRICT WOMEN IN DEVELOPMENT
61. FORWARD UGANDA
62. CROSS CULTURAL FOUNDATION UGANDA
63. THE ALUR KINGDOM
64. KER KWARO ACHOLI
65. UGANDA NATIONAL TEACHERS UNION
66. RURAL INITIATIVE FOR COMMUNITY EMPOWERMENT









**ActionAid** is a global movement of people working to achieve greater human rights for all and defeat poverty. We believe people in poverty have the power within them to create change for themselves, their families and communities.

**ActionAid** is a catalyst for that change

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