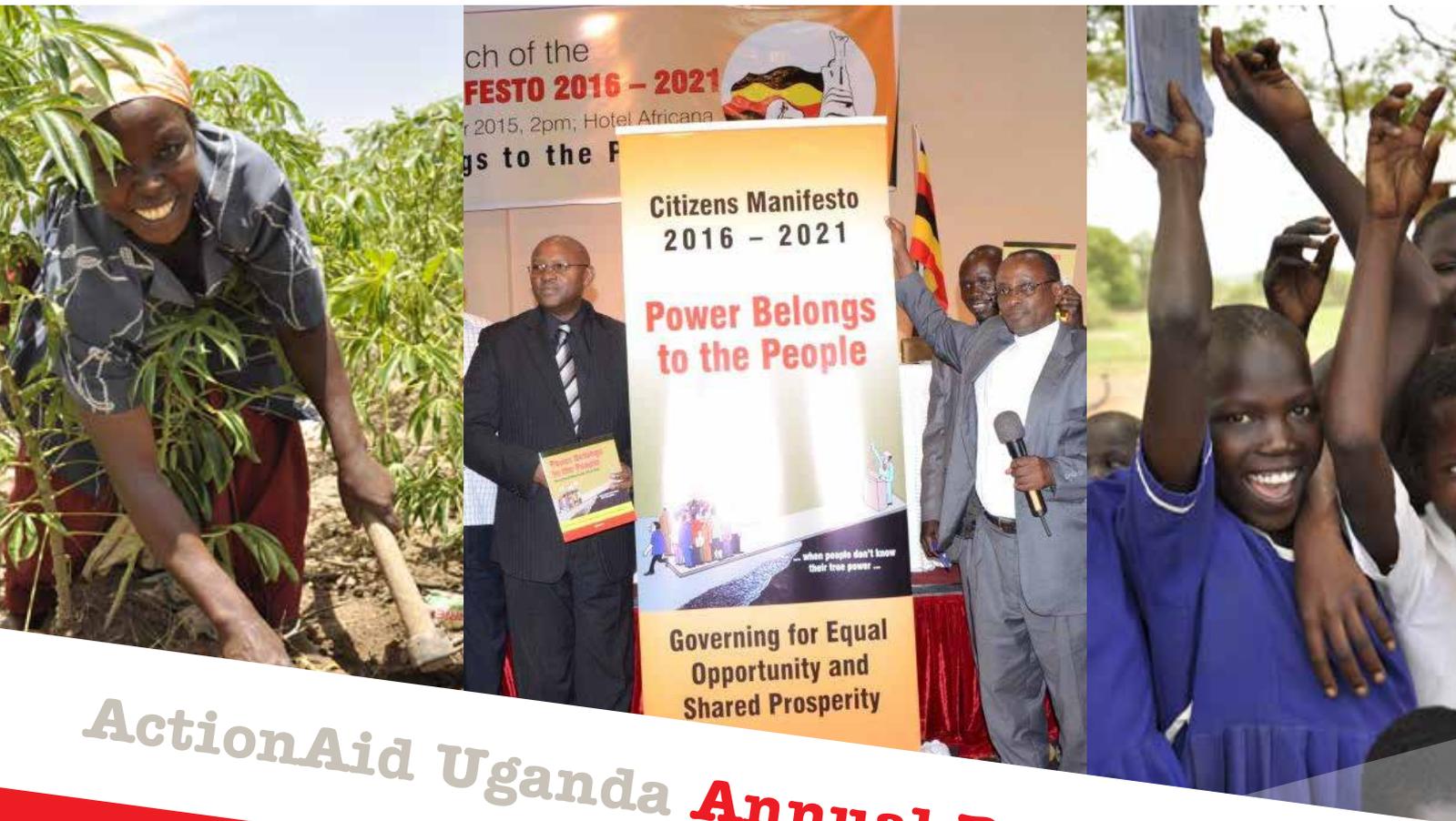


# Advancing Rights, Improving Lives



**ActionAid Uganda Annual Report 2015**



Images from last year's western leg of the anti-corruption caravan against voter bribery



# About ActionAid

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Formed in 1972, ActionAid evolved from a UK Based Organization with two offices in India and Kenya to an International NGO in the 80's and 90's to a global federation with members and offices in 47 countries across Africa, the Americas, Asia and Europe.

## Our Vision

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

## Our Mission

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

## Our Values

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**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

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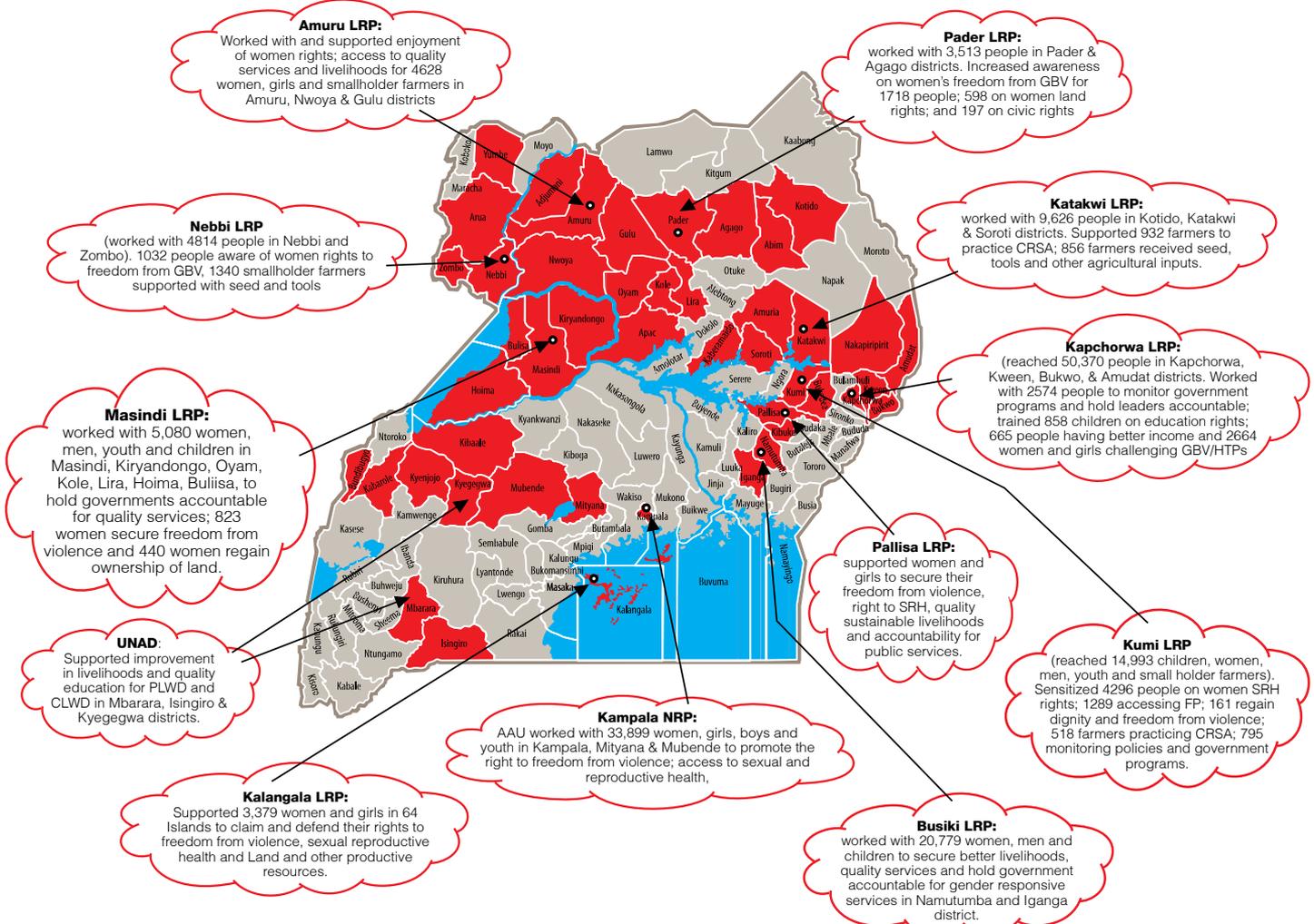
We believe that an end to poverty and injustice can be achieved through purposeful individual and collective action, led by the active agency of people living in poverty and supported by solidarity, credible rights-based alternatives and campaigns that address the structural causes and consequences of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

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# Our Reach in 2015



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## Delivering our 2015 Promise: *Message by the Board Chair*

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At the beginning of 2015, we made three institutional promises, in addition to our unwavering commitments to standing by and delivering justice for people living in poverty, especially women and young people. The first institutional promise was to use 2015 to focus, do less and do it better; the second was to re-examine our structure and ways of working to achieve greater efficiency and the third was to invest more in fundraising to protect our mission in the face of challenging financial times for NGOs in particular and development sector in general. By the end of 2015, we celebrated the successful completion of a midterm review of our current Country Strategy Paper (CSP IV) as well as an extensive Organisational Efficiency Assessment (OEA) to examine how efficient we were internally.

The midterm review enabled us learn that while we are on track to deliver our Country Strategy, there are critical areas that need more attention in our programming; critical changes in the environment that require our response if we are to be relevant, including the growing concern about inequality in the country, threats to our operating space and the need to take practical steps to strengthen women leadership in our programming. From the organisational efficiency assessment (OEA), we discovered several areas of efficiency gains and embarked on an organisational restructuring process that will be completed by May 2016.

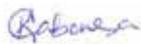
Programmatically, we recount gains made in addressing gender based violence reaching 61,528 women and girls. Over 12,000 people living in poverty were supported with livelihood options including value addition and savings for investment and over 130,000 youth, women and men actively challenged duty bearers for better public services. We also continued in 2015 with innovations in fighting corruption by taking the anti-corruption caravan to Western Uganda and launched an online space for citizens to share their experiences in fighting corruption.

For the fourth year running, ActionAid Uganda's excellence in financial and results reporting was confirmed when we took runner-up position in the NGO acclaimed FiRE Award that we were again runner-up for in the NGO category, demonstrating our commitment to open to external scrutiny and undertake self-improvement. On the internal governance front, we saw a successful leadership transition from James Otto who stepped down from the Board after serving his term with distinction. We also recruited a new member to the Governing Board in the names of Ms. Jennifer Mwijukye and finally elected our youngest ever Assembly Convenor in Ms Helena Okiring, for the 10<sup>th</sup> AA Uganda Assembly in 2016, proving, yet again, our commitment to youth, and women leadership.

As expected in development work, it wasn't all rosy in 2015. The restructuring process, despite it being successful was very draining emotionally and we were sad to see 22 staff leave as a result of it. We also suffered income losses in large part because of a tough fundraising environment and project implementation challenges and finally the political environment remained difficult.

Despite all the challenges though, we have so much more to celebrate from our work with women, youth, children, small holder farmers and their organizations. I thank our donors, sponsors and Funding Affiliates for the critical financial support that has enabled this organization achieve so much in advancing our mission. I thank management and staff for their conviction and commitment to delivering the mission of ActionAid and finally, I thank my colleagues on the Board for their priceless contribution to humanity through ActionAid in a voluntary capacity.

We remain steadfast in our mission 'to work with poor and excluded people to eradicate poverty and injustice' no matter the costs!



Dr Consolata Kabonesa

**CHAIRPERSON, ACTIONAID UGANDA NATIONAL GOVERNING BOARD**

# Introduction

ActionAid Uganda (AAU) is a Ugandan Development Organization and an Affiliate Member of ActionAid International, a global federation working in 47 countries in Africa, Asia, the Americas and in Europe. In Uganda, our work reaches 45 districts of Uganda and we have a physical presence in 11 districts, reaching out to others through a partnership with 65 Civil Society Organizations across Uganda. ActionAid is registered under the laws of Uganda with a local governing Board comprising 11 member (6 women and 5 men) and a General Assembly that sits once a year. In 2015, AAU's work was supported by 120 dedicated staff, women.

The year 2015 was mid-year for the implementation of our fourth Country Strategy Paper (CSP IV) titled *Embracing Rights! Improving Lives!* The findings indicate that AAU performance was above average (at 60%) with key mile stones achieved across the thirteen (13) strategic objectives in the first half of the strategy. Highest gains were realized under women rights (80%) followed by sustainable livelihoods at 55% and participatory democracy and governance at 50%.

ActionAid Uganda in 2015 continued to deliver quality programs and be accountable leading to award of several accolades including the first runners up for the FiRe Award. There was continuous investment in systems and processes leading to better accountability, quality programing and institutional growth.

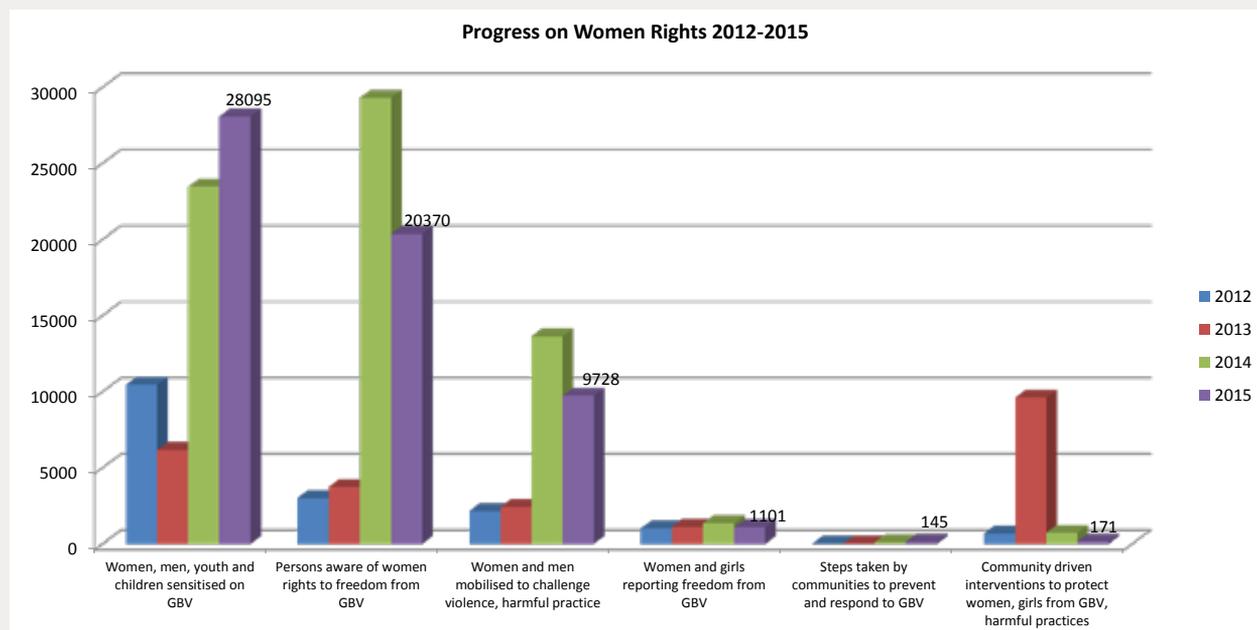
*Through the WORIA project funded by the Australian Government, the Women in Sebei region have increased their agricultural production and improved their livelihoods*



Photo/AAU/Samanya

# Advancing Women Rights and Gender Equality

Advancing Women Right's is core to ActionAid and to the condition and position of the women and girls in society. Our women rights programme focused on combating Gender Based Violence and harmful practices in public and private spaces, promotion of women's Sexual Reproductive Health Rights, access and control over land and productive resources and Women's Unpaid care work. All our work is guided by the AAU Country Strategy Paper IV (2012-2017) and aims to reach a target 40,000 women and 7,000 girls in Uganda. We are driven by the desire to work with women to realize their full potential by creating space where they analyze their situation; identify solutions to such problems and work with their networks to challenge injustices that perpetuate poverty and violence of all kinds. Our gains on women rights and gender equality front are highlighted in the graph below.



## Triumphs in addressing and Responding to Gender Based Violence

In 2015, AAU registered significant progress in responding to and addressing gender based violence. Our GBV shelters registered an increase in the number of cases reported. With a target of supporting 1,500 women and girls, AAU received 1,914 cases and was able to conclusively resolve 1,688 cases. According to the mid-term review report for ActionAid CSPIV conducted in 2015 puts the proportion of cases conclusively resolved at 81.3% and attributes this to the work of the Women Protection Centres and other stakeholders in the referral pathway. 3,074 women benefitted from integrated services provided by referral structures including ActionAid GBV shelter, Police, Courts of Law, Community development department among others. The shelters provide integrated services including psychosocial support; medical help, legal aid and accommodation are accessible to a large proportion of citizens in

over 10 districts in Uganda. In addition, ActionAid Organised 5 Outreaches (mobile legal clinics) to take services to places which are far away from the shelters.

### **ActionAid secured commitments from 10 Districts to support the shelter in readiness to take over the running of the shelters when ActionAid eventually exits.**

ActionAid has increased awareness for 16,680 women and girls; and been able to mobilise 6,223 women and girls to challenge GBV and harmful traditional practices especially FGM and child marriages. This has generated results as explained by Aggrey Kibet, our then Coordinator in Kapchorwa:

*“We intensified our campaigns on ending violence against children in Sebei and Teso Sub region rescuing 5 girls from Amudat and Kapchorwa districts from forced marriages and 3 rejoining school. Children clubs from various schools were supported to conduct children’s parliaments targeting technical, political, cultural and religious duty bearers. For example, in one of the children’s parliaments by Bukwo primary school led to the district local government drilled one borehole for the school which is now serving over 100 households and 2 schools with a combined children population of 1,020 (480 boys and 540 girls). In Kapleliko primary school Child rights club used the child art festival in Kapchorwa District to portray the lack of sitting facilities in the school which they are entitled to, as a result the Resident District Commissioner-RDC instituted an investigation which resulted to the school receiving 52 three-seater desks for children who had been sitting on the floor for over 5 years. Child to child peer groups were established in Amudat to monitor rights violation and school attendance. As a result 20 girl children have been saved from forced marriages and FGM because their peers were able to report timely to the authorities. Aggrey Kibet, Programme Coordinator*

### **12 year old girl rescued from marriage and resettled with her parents**

*Imagine being married off at 10 years of age. Now imagine mothering a baby with hardly any resources to look after it. This is the story of Goretti (not real name), daughter of Michael and Lucy Sombeya, who hail from the remote Kapkwombolal village in Kapchorwa district. Yeko gave birth to a baby boy on June 21 2015 at Kapchorwa main hospital with the aid of Casarean section. She was married off by her father who was given UGX200000/= for dowery.*

*It is a perilous walk through the serpentine road that leads to her fragile grass-thatched home off Kapchorwa main road. You have to walk with calculated steps to get to her*

*to her home, lest you slip into a stream or hit your foot against rocks which are dotted all over the ground. After a 27-minutes trek, I was accosted with a diminutive, fragile-boned girl, slumped against a stool. It was Goreti, singing her baby to sleep. On seeing me, she smiles coyly, rushes inside the hut with her baby, only to come out one minute later without it.*

*She parts the dirt-stained clothes hanging by the wire onto the extreme left to allow the setting sun’s rays to shine more light onto the compound. Married off last year, Goreti has since endured a tragedy that illustrates the worst perils of early marriage.*

*“I almost lost my life due to over bleeding and have lost any hope of returning to school, which has crushed my dream of becoming a teacher,” she forlornly says.*

*Moreover, she is ostracized and humiliated by her former classmates at Kaptegat primary school where she studied until primary five. This humiliation prevents her from venturing outside her home, not even to fetch water.*

**ActionAid, through the European Union Supported Violence against Children Project (EC-VAC) project and women protection shelters took the custody of the baby and her mother for a two month period and worked with the local police in Kapchorwa to ensure that Justice prevails for Goreti and her Baby. In August 2015, she was resettled back with her Parents who embraced her and have committed to take her back to school and protect her from marriage.**



## Securing Women Land Rights

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While over 82% of the food produced in Uganda is produced by Women smallholder farmers, the same women are not allowed to own any land due to the patriarchal nature of our society. ActionAid mobilized 244 cultural leaders to take lead in sensitization efforts on women land and property rights.

This was in a bid to influence attitude change and mobilise communities to reject practices that bar women from accessing, controlling and owning Land and other productive resources. This resulted into 926 women reporting increased support of Local leaders and husbands and 957 accessing and controlling land and other productive resources in 2015.

126 women who are survivors of the gender based violence have benefitted from pilot revolving fund initiatives and start-up businesses which have economically empowered them to face up to the realities of their situation. With the help from ActionAid, these women have found solace in business that has flourished beyond their expectations. In Kumi, 11 million shillings was lent out to 36 women survivors in 2014 of which over 6 million has been recovered. This will be extended to 20 more women to enable them also start their businesses. In Amuru, 15 women received four goats each, 4 received 5 bags of silver fish each and one a tailoring machine as business start-ups. This has increased their earnings and made them more productive. In Kawempe, 8 Reflection Action groups from Kawempe Division were empowered with knowledge and skills in handcraft making and liquid soap making and are able to save 60 percent of the income while 40% balance is shared equally amongst members.

### Abused women finding hope in business

*By the time a woman bears seven children in a marriage, the odds are always that she's chosen that as her eternal home. Such was the case with Joyce Nankoma, a mother of eight from Odedei village in Mukongoro subcounty, Kumi district.*

*After years of fruitful marriage to Charles Isudo started to develop cracks three years ago, which culminated in to a break up. "In the aftermath, he sold the three acres of land that we owned and left to stay with my co-wife in Kaberamaido. His cousin tried to talk him into selling him the land in the hopes that it would remain within the family but he declined and sold the land to an outsider. The last I saw of him was a Fuso truck coming to pick all his items and he left," Nankoma narrates.*

*With eight children to take care off, Nankoma had to quickly throw the tragedy in the past and move on to rescue the situation. Her father-in-law gave one of her children 3 acres of land that the family occupied. After undergoing short training in basic business skills, it was time to convert theory acquired in class into practice. In August last year, Nankoma borrowed an initial interest-free loan of sh300000 from Action Aid to set the ball rolling.*

*"With that money, I started purchasing dry cassava from the villages and selling it to traders who roamed the area with trucks collecting produce. My brother-in-law had a lockup in Mukongoro trading centre so he freely availed it to me," Nankoma explains.*

*In February this year, she purchased a goat and turkey with part of the proceeds from the business. Fate, perhaps bent on wiping tears from her chest, ensured the goat bore twins. The turkey, too, laid eggs and hatched 10 out of the 11 eggs.*

*She cleared her debt of sh300000 with the IGA group she is attached to this February and borrowed another sh350000 to grow and broaden her capital base. Her fortunes have kept on a steady growth and Nankoma is not looking back.*

*I no longer move out in the villages looking for the cassava. People ferry it to the lock up shop because they have known the area. I pay fees for my children in private schools. I plan to grow my business further to sustain my family," Nankoma says*

## Access to Sexual Reproductive Health for women and girls

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Reports show that many girls drop out of school because of fear of being stigmatised as a result of the challenges associated with menstruation, lack of meals at school and the unfriendly school environment. ActionAid has helped 300 girls in 2015 to manage their menstrual hygiene while in school. This is attributed to skills training in menstrual health, training and provision of materials for making of re-usable pads. Nambi Resty a 15 year old girl from Namutumba says that before they were taught how to make sanitary towels, she would not go to school because of the inability to handle the challenges of menstruation.

*"I feared to be scolded by my friends and I could not bear the discomfort during this period". **She says it has been a life changing experience but most importantly she has come to terms with menstruation and helped her to stay in school during that time.** When madam Stella started showing us how to make the pads I was shy and I did not want to participate but slowly she encouraged us and told us it was normal, now am able to make the pads and use them and also able to show my siblings and family. I go to school without any fear of being laughed at by my peers. "We trained 20 senior women and male teachers (drawn from 10 primary schools in Namutumba), could not imagine how much it would impact on the social, psychological and physical aspects of girl children, but today we are able to see the fruits" says Ednace Kiiza, the Busiki LRP coordinator. **In 2015, we reached 8106 people (4123 men and 3983 women) with SRHR awareness messages and at least 3873 women and girls have reported access to SRH services.***

## Fruits of the Unpaid Care Program

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Unpaid care economy continues to thrive unrecognized and not rewarded. Our effort in 2015 contributed to increased appreciation and recognition of the burden of care that rests on women with 482 women and girls reporting having time for leisure. The men are increasingly supporting women in carrying out household chores and this has improved family relations in many homes. rests on women shoulders. Our reports indicate that 2702 persons are knowledgeable, understanding that women shoulder burden of care and are taking action to reduce unpaid care work.

### **Kasule Isa goes against the odds to perform household chores;**

#### ***My friends thought there was something wrong with me....***

*In African society, it is uncommon for men to carry out housework, including cooking, cleaning and looking after the children. While women carryout these roles men are more visible in work outside the home. Kasule Isa, a 33 year father of 5, realized that his wife was over burdened with the care roles in the home after watching a drama show presented by Makerere Development Association (MAWDA). Before, he would spend most of his time with friends, drinking alcohol and was not mindful about the care roles in his family. But now he is transformed and is a facilitator of one of MAWDAs Reflection Action Groups that deals with issues of unpaid care work. Isa explains that it is not common that a man helps with the work at home. The man simply does not have to. If he does help with domestic work people will think that there is something wrong with him:*

*- "When the people around in the community see a man doing a lot of stuff, that kind of domestic work, there are a lot of mysteries. People say "I think he was bewitched, that is why he is working, helping a woman!""*

*Isa invited his friends over to see how he participated at home. He wanted them to see that his hands would not fall off from doing the work. He felt bad when telling his friends. At first his friends thought that there was something wrong with him and they were laughing surprised, saying:*

*- "How can you do such a work, you are a man, you are not supposed to do it! You are going to die my friend, with a lot of stress and work. It is for women."*

*Isa felt that he did not want to leave his friends behind so he decided to teach them the knowledge he got from MAWDA. After having seen how Isa and his life have changed, most of them too have begun helping at home. Even the beating has stopped and some of them are taking less alcohol. Isa explains that when he visits his friends, he sees that something good is going on and he might find them sweeping.*



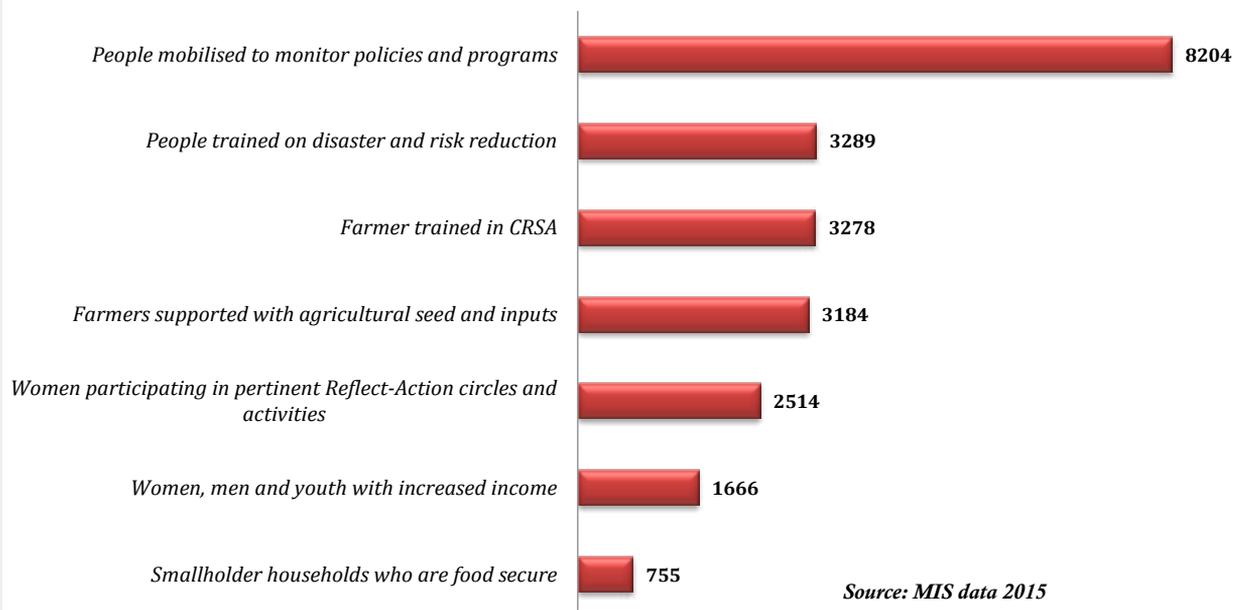
# Gains in Securing Sustainable Livelihoods

Securing Sustainable livelihoods is a key element of our poverty response agenda. It builds from our understanding that vulnerabilities undermine the realisation of human rights. Under this area, we committed in our country strategy to promote alternatives to secure the right to better and sustainable livelihoods for 41,000 people living in extreme vulnerabilities.

## Promotion of Sustainable Agriculture - Income and Food Security

In 2015, AAU pursued an empowerment purse for smallholder farmers to improve their food security and have diversified income for 2,721 (906 males and 1,815 females). As a solidarity measure, 8204 people particularly women were mobilised under the Women's Rural Assembly, to increase their assertiveness and demand for quality agricultural services. We continued to integrate Disaster Risk Reduction into all programme activities through educating communities on the effects of climate change; building their capacities to mitigate the effects of climate change reaching **3,278** people. In Katakwi, 3,000 tree seedlings were raised and distributed to the community for resilience and mitigation of climate change effects. 10,250 tree seedlings were distributed to 205 women from Namutumba district for environmental conservation. Communities in Amuru have been able to raise 5,500 citrus tree seedlings for agro forestry as a measure of climate resilient sustainable livelihoods.

### Number of Smallholder farmers reached.

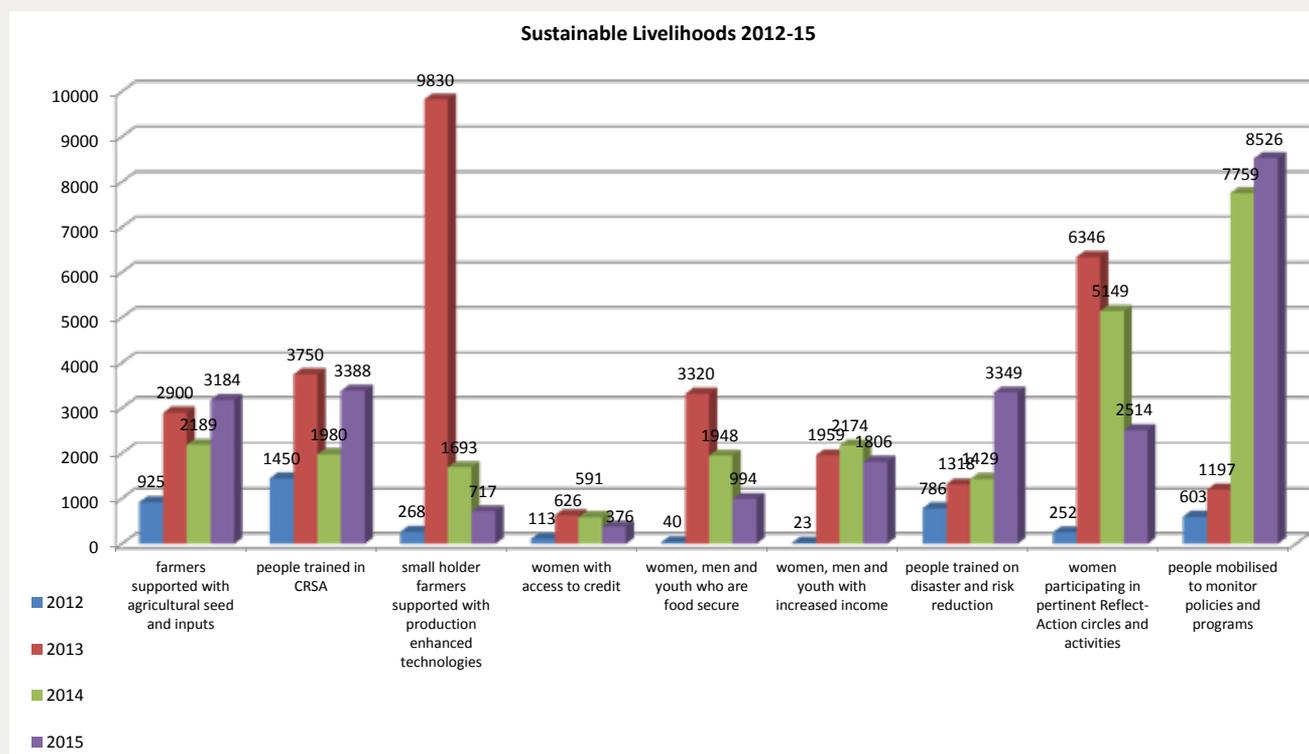


In Kapachorwa LRP, 6 tree nurseries were established in Bukwo, Kween, and Kapachorwa Districts to promote agro forestry and combat climate change. Low productivity continues to affect most of small-holder farmers due to inadequate access to inputs.

AAU supported **3,184** households to boost agricultural production for both incomes and food security in the different communities directly benefited from agricultural seeds and inputs like; oxen, ox -plough and improved seeds for timely opening of land and cropping to increase farmers productivity and income. In Katakwi, 135 (64 female, 71) smallholder farmers received Kroiler Cocks for improving the local breeds to diversify their livelihood options. Kapachorwa LRP purchased and distributed seed for sponsored families in their VSLA groups on a revolving basis reaching (235 females and 175 male).

In Kumi, 111 goats were distributed to families to enhance their productivity. Farmer groups in Nebbi were supported with Treadle pumps to support dry period farming reaching out 150 farmers. In Palisa, 50 local goats were distributed to the community and 620 kgs of longe10H maize seed, 400 kgs of K132 of beans. As a result, we have seen over 1,666 households report increase in their household incomes in the period under review.

In 2015, AAU has registered significant progress in supporting the communities to improve their food security and income; diversifying livelihoods; implementing climate resilient agricultural practices and engage in monitoring agricultural services as summarised in the graph below.



## Improving livelihoods through Collectives and Value Chain

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*Members of the Kwosir Women Multi-purpose cooperative society with some of their processed vegetables ready for the market.*



Photo/AAU/Samanya

AAU supported farmer to strengthen their groups and form collectives as a means of reducing exploitation by middle men. The Women Cooperatives have proved that collectives are a very viable strategy that has seen more women get access to services. We have provided women with skills to participate in an integrated value chain and enhanced collective production, storage and marketing. In 2015, we increased capacity of **2,098** (1,224 female and 874 men) people to manage their enterprises through training on enterprise selection and collective marketing/cooperatives, market intelligence, value addition, financial literacy and cooperative management which has enabled them pool their agricultural resources and market collectively. This has increased their bargaining power and reduced exploitation by middlemen.

In Namutumba, 195 small holder farmers from 41 Reflection circles were trained on post-harvest handling, value addition and marketing technologies, 5000 kgs of maize were bulked and sold under collective marketing in Masindi district. 172 smallholder in Nebbi from 7 VSLA groups were supported with start-up Kits. AAU community stores continue to act as engines for empowerment of small holder farmers through collective marketing. Women have continued to engage actively in alternative value addition enterprises like Liquid soap, candles, peanut butter, briquettes making, cakes and mushrooms growing which has increased their access to daily incomes to supplement household incomes.

In 2015, AAU built capacity of 3,388 farmers of which 3,278 people are now practicing Climate resilient sustainable agriculture. We built the capacity of community members with skills and knowledge on Agro ecosystem analysis, enterprise selection and management, common pest and disease control and management for crops. This has reduced shock in many communities.

## Policy Influencing and Advocacy for Quality Livelihoods

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AAU used evidence generated from spatial mapping of water for production infrastructure in Teso sub region to influence Government to allocate 7.4 billion to de-silt Ongle, one of the biggest valley dams in the region.

As a solidarity mechanism, AAU worked with groups of women, youth and smallholder farmers at all levels to increase their voices in policy formulation and implementation including strengthening of 187 networks and alliances at local and national level. We worked with FRA, CEHURD, SEATINI; ESSAFF, PELUM, CARITAS, CSBAG and UNAFFE to advocate for increased resource allocation to agriculture to 10% (Maputo declaration) as well as popularised the Malabo commitments. AAU in partnership with ULA organized a national women land rights conference that analysed structural questions affecting ownership, control and utilization of land by women in in Uganda and shaped the future for securing women land rights.

In 2015, we made great strides in supporting farming communities to promote sustainable agriculture through local, national and global campaigning actions for policy change. AAU through its partners EMLI, championed the finalization of the national climate change policy which shaped climate change mitigation and adaptation strategies. We spearhead a scientific evaluation study on the National Adaptation Plan of Action which documented the state of implementation of Uganda NAPAs and other adaptation activities, to inform our advocacy agenda on creating resilient communities able to withstand the negative impacts of climate change. AAU in partnership with other CSO actively engaged the state to challenge laws that are unfavourable for smallholder farmers.

AAU in partnership with CEHURD, challenged the Plant Variety Protection Act in the Constitutional court. The introduction of the Plant Variety Protection Act is a retrogressive measure with the potential to adversely affect food security in Uganda. We have engaged the state on the National Biotechnology and Biosafety bill. AAU mobilized more than 100 Ugandans (including religious leaders, cultural leader, private sector, CSOs, Academia, scientists and research institutions, smallholder) in partnership with other organizations

**Nyangoma grace, a mother of five children and a member for Tulihamu group in Kijunjubwa in Masindi** narrates "I borrowed a loan of 200,000 from Tulihamu group, I made a top up of some collections I made from my mudala and from market and started up a saloon with shs 300,000. The saloon earns me shs 600,000 a month which is moderately enough for me and my family.

*My life and standard has improved, I can buy items in my home with my husband, contribute to my children school fees, pay costs for labor which reduces on my work load at home. I am a 'small boss' also because I pay workers in my own saloon*

to oppose the bills which if left unopposed will strife the agricultural sectors. We continued to advocate for land justice and access to property rights especially for the women which is the core of achieving sustainable livelihoods. AAU engaged with other CSO to develop a CSO position paper advocating for climate justice globally and in Uganda for presentation at the Conference of Parties (COP) 21 in France.

## Lessons

- The narrowing public space to engage duty bearers on pertinent issues continues to affect rights holders more particularly small holder women farmers in areas of un-equitable resource allocation, and utilisation and service delivery. Thus, rights holders need to be continuously mobilised and given information to give them the impetus to start demanding for better services.

## Challenges

- The deployment of army veterans to distribute agricultural inputs at the sub county level is in one way reducing the close interaction of the common farmers and the extension workers since there is always gap between military and ordinary citizens.

## A Peep into 2016

- In 2016, AAU will continue to invest in advocacy for climate change adaptation, financing and implementation of the Climate change Policy/Water for production in Teso region.
- Revitalization of cooperative movement in Uganda through regional and national consultative meetings on revival of cooperatives movement in Uganda; facilitate regional cooperative unions, organise learning visits between regional cooperative unions, engage with Ministry of trade and cooperatives; undertake a scoping study on the functionality, potential and options for organising existing Reflection-Action groups into viable cooperative and develop a guidelines and strategy for transitioning of Reflect-Action groups into formidable cooperative
- Intensify our campaign on land rights and Land for campaign (grabs/land tenure reforms) and influencing operationalization of the National Land Policy Implementation Action plan 2015/16-2018/19; Simplify and popularise the FAOs voluntary guidelines on tenure; Conduct comparative Analysis on legal and institutional framework and FAOs VGT to inform AAI's multi-countries scorecard report and to engage with relevant state and non-state actors for land justice. We intend to undertake participatory land mapping using GIS technology in communities to enhance communal land tenure security and document land grabs' hotspot areas in Uganda for advocacy against land grabs.
- We shall continue with our Seed Campaigns focusing on the National Biotechnology and biosafety bill (BBB) and Plant Variety and protection Act (PVPA)

*The children of Kinju primary school in Nebbi peep into a future without education inequalities and injustices.*

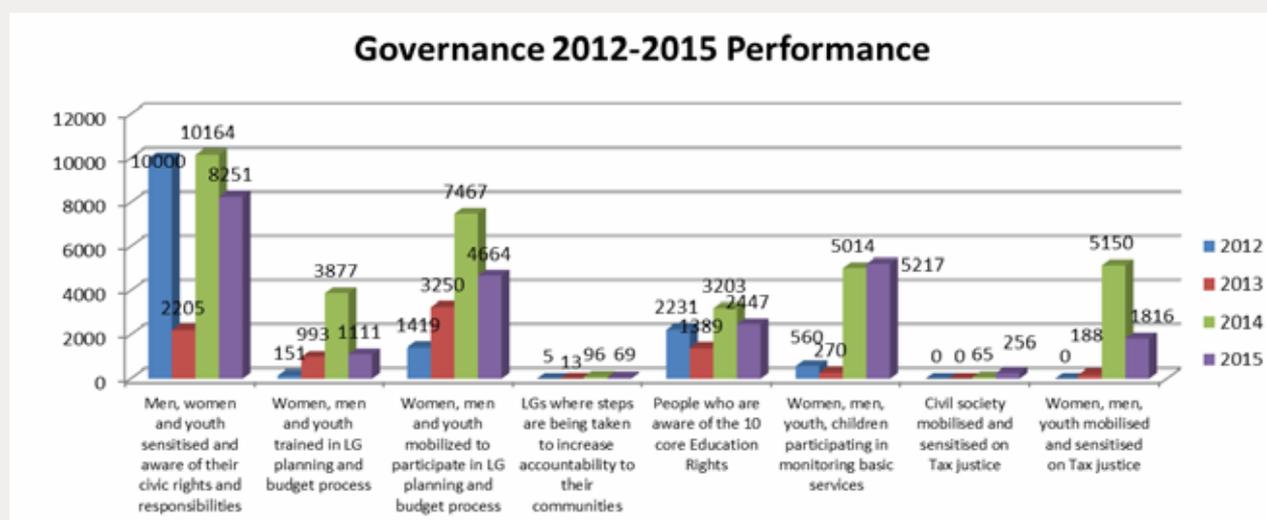
*Photo/AAU/Samanya*



# Participatory Democracy and Governance

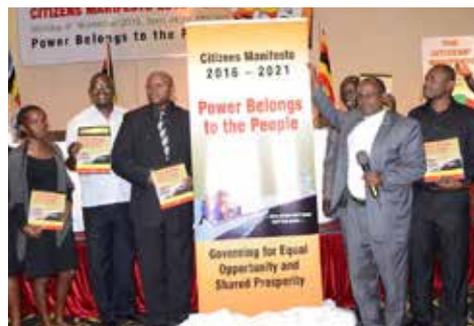
Participatory democracy and governance is an important program area in light of our conviction that poverty and injustice is a result of unequal power relations especially between rights holders and duty bearers. Through this program, we engaged government and corporate organizations to combat corruption, abuse of power, ineffective public institutions, limited civic consciousness and inadequacies in the legal and policy frameworks that produce and perpetuate vulnerabilities for people struggling to get out of poverty. Our work under participatory democracy and governance also builds on lessons and best practice from civic empowerment and accountability initiatives for mobilising communities and building their civic competence to participate in decision making; promote accountability mechanisms of public institutions; increase access to justice for women and engage in legislative reforms and policy advocacy at different levels.

Finally, we undertake to minimise risks of reversing achievements made so far in poverty eradication efforts; through people centred participatory approach in decision that affect them through solidarity with the poor to discharge their role and to claim and defend the rights. The graph below presents a summary progress on participation in democratic and governance processes



## Promoting Civic empowerment & Participation in LG Planning

AAU supported civic empowerment of 7,214 men, women and youth on as a result of training and sensitisation on civil rights and responsibilities. We also trained 977 women, men and youth in local government planning and budgeting processes. AAU supported 2,638 people out of a target 2900 in 51 local governments to participate in development of plans that reflect locally determined priorities through engagement in dialogues on budgets and plans and expenditure on public services at sub-county and district level. The dialogues were informed by the desire to establish the facts as seen from the budgets of the respective councils. In Bunio-Namalemba (Iganga district) there was demand for parish land to be used for construction of a community school. In Nakalama, relentless demand for safe water sources with keen follow-up on diverted borehole. In Namunyumya and Minani-Namalemba demanded for a HC III and this is being constructed in Minani. The relevant district offices especially the District Water Officer and the CAO made commitment to make satisfactory response to the issues raised by the communities especially on water and other projects management. The findings from approved budgets and work plans drove the communities in various locations to report cases of impropriety to civil authorities. Many case of commitment to continue regular monitoring exist in the Rwenzori sub-region. There was unearthing of theft of 103 Million Shillings in Kamwenge District meant for youth empowerment program and culprits are on the run with cases reported to police for instance



As 2016 general elections approaches, ActionAid conducted evaluation of the citizens' manifesto 2011-2015 and generation of 2016-2021 citizens manifesto in Teso, Sebei and Karamojong sub-regions reaching out to 1600 people. This provided citizens an opportunity to collectively reflect on the performance of political leaders and generate benchmarks for assessment of the next political leadership. We also continued sensitizing masses to vote for issues and not gifts given by politicians and to play their role of constantly monitoring and reviewing performance of leaders in line with policy commitments and standards reaching an estimated 30,000 people. We also supported farmers around the country to generate their demands to political leaders ahead of 2016 general elections. This built the civic competence of farmers and also provided them with a platform to engage political leadership on key governance issues climaxing into the launch of the farmers' manifesto 2016-2021.



*Rural women farmers at the launch of the farmers manifesto last year.*

Photo/AAU/Samanya

## Public Service Delivery, Monitoring and Accountability

In 13 district local governments and 46 sub counties there were steps taken to increase accountabilities to their communities. For instance in Nakalama, community members and sub county technical and political leaders are being engaged in development planning for the sub county. Community priorities are included in the sub county budget like Boreholes. ActionAid and its partners further continued to work towards strengthened accountability through engaging and advocating for a stronger accountability and service delivery mechanism for instance a series of engagements resulted in the enactment of the Anti-corruption Amendment Act which transformed corruption into a more risky business than ever before.

AAU further carried out a survey on the status of social service delivery in the Greater North on the sectors of health, education and agriculture with great emphasis of PRDP. We found that whereas most people 78% are aware of government programmes, less than half are benefiting from quality gender responsive services ranging from extension services and access to markets for agricultural services to poorly equipped schools and health service points and low staffing levels. Through our work 4,402 women, men youth and children participated in monitoring basic services i.e. 1,345 children (419boys, 726boys), 1,541youth (946m, 595f) and 1003men and 713 women resulting in 116,865 (61703 female, 55162 male) people access and utilize quality and gender responsive services from local and central governments. 630 pupils benefitted from improved infrastructure construction, sinking of boreholes arising from the community petitioning their leaders to include their priorities in budgets; 4000 benefited from construction of placenta pit and pit latrine at health facility before it could be operationalised and improved health care services resulting from recruitment and posting.

## Anti-Corruption Caravan moves to Western Uganda

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The third anti-corruption caravan was held for 10 days (10th – 20th November 2015) covering eleven districts of western Uganda namely Kabale, Kanungu, Ntungamo, Mbarara, Bushenyi, Rubirizi, Kasese, Shema, Kitagata, Ishaka, Kasese, Kasese and Kabarole under the theme “A Vote Sold is a Service Denied”. About 40,000 people were directly and indirectly reached through social media (#CorruptionFreeUG), 8 radio talk shows (2 in Kabale, 2 in Mbarara, 2 in Bushenyi, 1 in Kabarole), rallies and roadside events. Cross section of people including politicians, youths, women and men participated in the events. Major concerns raised were on the poor state of service delivery, corruption and electoral malpractices. Majority of the participants were youth. Majority of the people promised not to sell their vote, but rather vote for issues and service delivery. ActionAid will in 2016 prepare a case study of the Anti-Corruption Caravan as a model strategy to fight corruption and explore ways of expanding it.



## Celebrating Success in the Tax Campaign

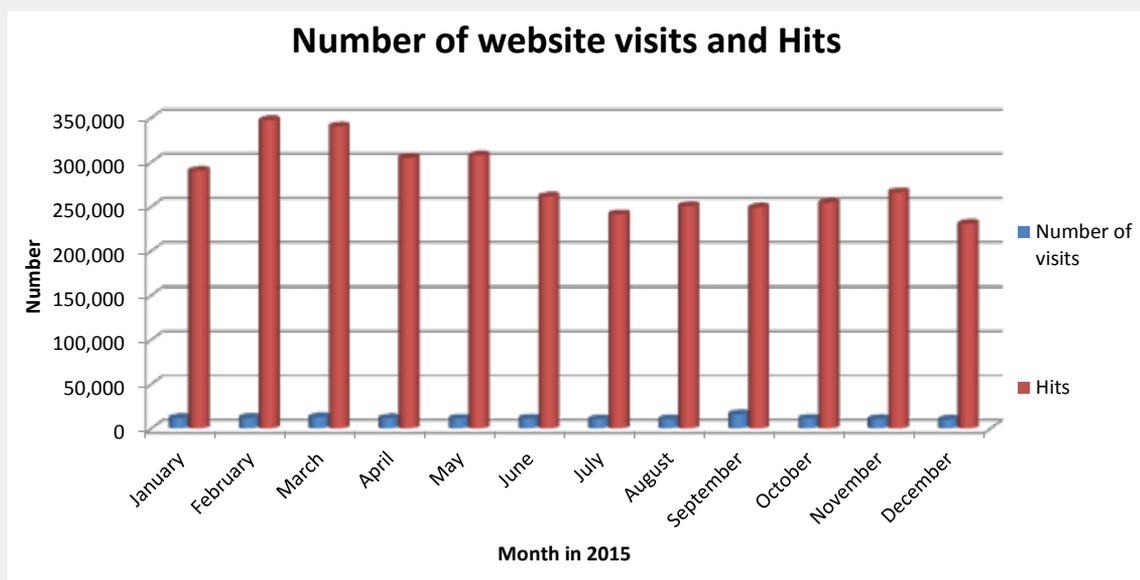
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In 2015, AAU undertook two CSO initiatives on tax evasion, avoidance, exemptions and regional tax harmonization with an outreach of 1816 persons drawn from 49 districts for increased allocation to basic services. We have worked with civil society, networks and coalitions to influence government to adopt progressive tax regimes and to redistribute revenue to finance basic services. ActionAid in partnership with SEATINI, UDN and CSBAG developed and presented a tax hearing at Parliament before the Committee on Finance and also at a press conference, a CSO position on the tax proposals for the financial year 2015/16 which highlighted key concerns on the increment of taxes on areas that will affect the cost of doing business and people's welfare for instance taxes on fuel and also increment on passport fees which would limit citizens from applying for passports which are a necessity for travel and doing business beyond Uganda.



## Making Oil Work for Ugandans

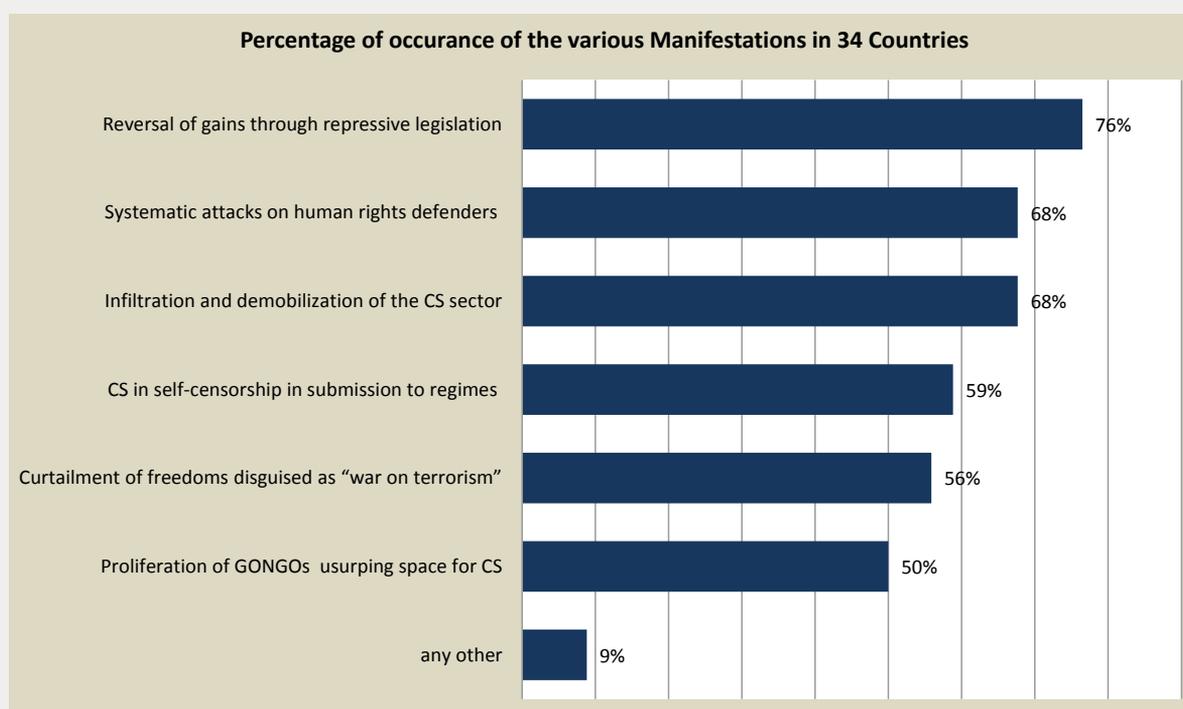
Since Uganda discovered commercially viable oil estimated to contain deposits of around 2.5 billion barrels of oil in the Albertine Graben region, Uganda put in place policy and legal frameworks including the Petroleum (Exploration, Development and Production) Act 2012; and the Petroleum (Refining, Gas Processing and Conversion, Transportation and Storage) Act 2012. However despite the presence of these legal frameworks, the lack of transparency, inadequate access to information and secrecy surrounding oil contracts especially regarding oil exploration contracts, the politicization of oil management still remain a critical challenge in the governance of the oil sector in Uganda and the seemingly limited oversight role being played by parliament in ensuring transparency and accountability in the oil sector, ActionAid has continued to advocate and campaign for improved governance of natural resource and public financing through ensuring good governance in the natural resource management in oil and extractives and utilization of the proceeds from the natural resources to finance improved public services.



AAU continued to be a key source of information for different actors, agencies and stakeholders who in turn utilized it in policy debates, public discussions and engagement of duty bearers to address issues in the Oil and Gas sector through the website "[www.oilinuganda.org](http://www.oilinuganda.org), and newsletter. In 2015, we reached over 200,000 people with quality information on oil and extractive sector through the production and dissemination of 30,000 copies of the Oil in Uganda Newsletter, website, facebook and twitter. The Oil in Uganda Website had 142,404 visitors with 3,346,331 hits, facebook with 3840 hits and 2420 followers on twitter. Electronically, Oil in Uganda has grown in reach, readership and reputation, to become the most trusted and comprehensive source of oil and gas information in Uganda. More than 16,000 people are visiting the site monthly and about 81,212 people across the globe with an average of 12,000 readers monthly and amassing over seven million hits since it was created. Internationally Oil in Uganda has featured in GOXI; a platform convened by United Nations Development Programme (UNDP) and World Bank Institute (WBI) that largely features work on governance issues in the extractive industries.

## Responding to Shrinking Political Space

Shrinking Political Space is a function of systematic actions and omissions internal and external to civil society that have overtime adversely impacted the individual and collective ability of citizens to engage with power, confront and pushback against the myriad shapes and forms of empire, make choices and organize to demand accountability from power holders and to play a constructive and substantial role in the framing and delivery just development outcomes. Following the increasingly shrinking political space for civil society, AAU working together with AAI Federation was able to complete a survey on the state of Shrinking Political Space (SPS) in the federation and build consensus on nature and extent; drafted an advocacy Strategy and Position Paper; and supported Curriculum Development and piloting on Shrinking Political Space with TCDC (Arusha).



### Key Challenges: Risks to anti-corruption activists and constraints to access to information

Activism and consistent messaging on corruption coupled with exposure of shortcomings of political leaders and state functionaries at local and central government levels has led to the labelling of anti-corruption activists as anti-regime activists and agents of opposition. The perception of anti-corruption work as "political" rather than situating it in the wider politics of development presents challenges of security and fear on activists that would sustain the fight and may reduce the gains so far made in accountability work. Furthermore poor orientation of some personnel into leadership positions, in some instances monitors have for example alluded to direct confrontation by stakeholders and conflation of their work with witch hunt. This is further exacerbated by constraints to access to information.

# Human Resources and Organizational Effectiveness

AAU continued to strengthen delivery structure, policies and systems for enhanced organizational effectiveness in 2015. In 2015, we supported the processes of the Mid Term Review (MTR) for CSPIV and Organizational Efficiency Assessment (OEA) to enable AAU optimize its operations. The MTR and OEA process identified some redundancies leading to a 14% downsizing of staff. With an appreciation of the critical role played by human capital, AAU continued to support staff and partner capacity development and trainings for 68 staff and 46 partners. This has seen an improvement in the quality of programmes, reporting and innovations.

Photo/AAU/Samanya



Members of AAU staff together with the ActionAid international CEO, Adriano Campolina say no to Corruption

AAU continued to maintain quality staff in 2015. There were 54 female staff and 66 male staff effectively delivering program work in the various units. We supported the international secretariat on secondment with 6 staff playing a dual role in the federation. By December, the staff categories were as illustrated below.



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## Monitoring and Evaluation

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AAU in 2015 continued to implement a participatory results-based monitoring and evaluation framework that provides a basis for shared learning, accountability and decision making. The major purpose was to deepen the impact of our work by having an effective programme framework that ensures integration, coherence and quality at all levels. In 2015, AAU rolled out a results M&E framework; trained all AAU (103) staff and Partner focal staff (67) in M&E and management information systems (MIS); provided hands on support on reporting and leadership for the midterm review of the country strategy paper in line with the Accountability, Learning and Planning Systems (ALPS). We facilitated programme reflection and learning through the 10 participatory review and reflection process meetings in 10 local rights programs that generated priorities for 2016-17 and recommendations for quality programming. This has helped to improve planning and management of our interventions.

We developed comprehensive monitoring and evaluation guidelines for results based program monitoring and evaluation; quality control and knowledge management. We facilitated the evaluation of several projects in 2015 including: Women Rights in Agriculture project; Securing Food Rights project; Peace building project; Accelerating Rights in Education Project; and the Women Land Rights Project. In 2015, we facilitated the midterm review of the Country Strategy Paper IV that established that we are at 60% on track to delivering the commitments and aspirations. The MTR generated a series of lessons and recommendations for reflection and programme improvement.

At the international scene AAU fully engaged itself in the M&E political debate which is intended to refine the AAI M&E function in the post 2017 period. AAU also hosted an international M&E training in September 2015.

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## Information Technology

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The IT Unit's mission is to ensure a smooth and efficient flow of information by use of relevant ICT (Information and Communication Technology) / systems as an enabling tool to achieve the Country Programme Strategies. Information Technology contributes to ActionAid International Uganda Country Strategy Paper IV 2012 – 2017, through Strategic Objective 11 that states: *“to strengthen ICT systems and processes that will support effective and efficient implementation of the strategy”*.

### Major Achievements for 2015

We invested in improving internet connectivity as a digital platform for knowledge management. AAU implemented and managed office internet systems using fpSense™ firewall software and hardware appliances; to provide prioritised and efficient utilisation of office internet connections. Secure inter-connections (VPNs) were established between LRP offices' Local Area Networks and Kansanga office IT systems over the internet so as to enable LRP offices to access applications such as SUN System, VoIP (Voice over Internet Protocol) telephones, data access, retrieval and backup for authorised users.

Develop staff and partner's capacity in the effective use and management of ICT hard and software to optimise organisational potential and enhance effectiveness and impact enabling the unit to handle 688 IT support requests were logged and resolved illustrated in the IT incident management system called Footprints.

*Harriet Gimbo, Director of Programs speaks to the Head of DFID who had paid a courtesy visit at our Bwaise WPC*



# Communications

Communications has experienced growth and strengthened the AA brand in 2015 in Uganda with strong media relations, documentation, and dissemination of different AAU programs and campaigns. As a result, the cost of media campaigns reduced by 70% because half of the space provided was either free or at half the price.

## Key Communication Accomplishments

ActionAid presence in the media shot up like never before especially in the radio reaching a record 2042 appearances. These include 392 news stories, 57 phone call interviews, 30 radio interviews and 1563 campaign messages in Kampala alone. The campaign messages were majorly on Tax Power Campaign, the Anti-Corruption caravan, the 16 days of Activism Campaign and the I paid a bribe campaign. The most predominant stations collaborating with AAU were Capital FM, KFM, CBS, Radio Simba, Radio One, and Sanyu FM.

In the Television, We recorded 98 news stories mentioning ActionAid and 35 Television interviews with our staff. We also had 107 campaign messages run on selected Television stations totalling to 240 mentions. There were 27 newspaper appearances i.e. 9 newspaper advertorials and 18 Newspaper articles featuring ActionAid.

ActionAid website visitors increased by 50% from 2014 and the number of twitter followers rose from 1,313 in 2014 to 2,285 in 2015. The Facebook usage and likes also rose from 1614 in 2014 to 3079 users and likes ultimo 2015, almost 150% increase.

Internally, the communication 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.

*Justice Owiny Dollo flagging of the Western leg of the anti-corruption caravan.*



# Fundraising and Sponsorship

## Sponsorship Links and Income

We continued to receive sponsorship (regular) income in partnership with seven Affiliates in our Federation: Australia, Brazil, Ireland, Italy, Spain, Sweden and UK. Overall we acquired 821 new links and lost 1,538 links leading to a net loss of 717 links between January and December 2015. The Funding Affiliate that registered the highest net loss in links was Brazil by 296 links; yet it was also Brazil that had the highest net growth of 440 links followed by Italy with 179 links. Planned and approved new links for the year 2015 were 900 (650, 100, and 50 from Brazil, Ireland and Italy respectively) out of which 821 were linked leading to 91% performance on plan. We closed the year with 15,931 links: 11,011 child and 4,920 non-child links.

We realised UGX 10.9 Billion against planned UGX 11.01 Billion sponsorship income for 2015, repeating a 1.1% performance shortfall.

## Supporter Communication

We collected, processed and mailed 73% of the planned 22,922 child messages to supporters. We recorded 100% accomplishment in compilation and mailing to our supporters not linked to children report on the impact of our national policy work.

To meet interest of the contemporary supporter, we have been piloting collection of comprehensive impact materials from households and communities in three pilot LRPs (Nebbi, Amuru and Katakwi) and sharing with communication team in the funding affiliates countries who then develop a series of reports therefrom to share with supporters; and respond to their queries. We planned to expand this to all our LRPs by the end of 2016. The Amuru Digital sponsorship – an innovation in the federation led to recruitment of 290 new sponsors from Ireland and providing an open access for potential and current sponsors online. Results from Amuru digital sponsorship are of great interest to the federation in transforming our sponsorship links and communication to a fully digital online product to meet interests of contemporary supporters.

## Partnership (non-sponsorship) Income

We planned to raise UG 5.6 Billion partnership income from Institutional Donors, Trusts and Foundations, High Value and Major Donors in 2015. We realised UGX 10.2 Billion which is indicated a performance of 85% over and above the planned partnership income.

The increase in partnership income resulted from effective use of the donor intelligence; investment in donor relationship management; and improvement in grants contact management. A Project Reporting Tracker was developed which enable effective monitoring of 20 out of 23 projects. Lessons from Programme Led Funding Planning pilot were documented and shared with the federation for mainstreaming into normal work. Consortia relationship were further developed and strengthened with FG consortium; Solidarity Uganda to develop proposal to UNDAF; MIFUMI and CEDOVIP to target the DFID SURGE programme as the only three CSO beneficiaries.

# Finance Performance

The year 2015 was particularly challenging in political, social, macro –economic and financial terms as development events occurrences, globally and locally in the year negatively affected our programming as well as financial, and especially revenue performance. Despite this though, ActionAid Uganda as a national development organization was able to withstand and absorb the challenges and post a commendable return.

<b>Financial Dashboard</b>			
	<b>2015</b>	<b>2014</b>	<b>2013</b>
<b>Income and Expenditure account (Ushs'000)</b>			
Total Gross Income (inclusive of Flexible Fund)	22,301,575	20,678,673	24,214,369
Expenditure	(23,997,766)	(26,459,863)	(22,511,366)
AAI Debtor Valuation Exchange Gains	2,007,707	214,894	34,480
Period Surplus/(Deficit)	311,516	(5,566,296)	1,737,483
Child sponsorship Income (Net of Flexible Fund)	9,687,647	9,290,325	9,511,873
Child sponsorship Income as a % of Total Income	45%	47%	41%
Income raised from Donors in Uganda	4,854,106	4,449,648	4,360,021
<b>Statement of Financial Position (Ushs'000)</b>			
Reserves Net of Non-Current Assets	8,854,757	8,460,236	14,358,950
<b>Operational Efficiency</b>			
Programme costs	19,157,726	20,580,289	19,604,994
Support Costs	1,813,539	3,709,778	1,137,636
Governance costs	351,059	451,288	371,889
Fundraising costs	1,685,587	863,584	679,761
Note: Flexible Fund refers to the charge against child sponsorship income that is retained by AAI secretariat to meet its operational costs and also cover temporary funding gaps for other country offices. This is included with the period expenses			

## Operating Environment

During the period, the GBP which is the currency in which over 70% of income is remitted strengthened against the Uganda shilling in this case in the excess of 21% above our plan. This provided relative cushion on conversion into our spending currency especially when the real income in GBP is on a downward trend.

## **Income**

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ActionAid Uganda realized total income before currency valuations and net of Flexible fund worth Ushs 21.3 billion for the year ended 31 December 2015 representing a 7.5% increase compared to prior year. This would be considered a strong result in an increasingly competitive sector whose resource pool is stagnating and donors beginning to merge into consortia. This increase was mainly attributed to a strengthened pound against the Uganda shilling combined with improvement in success rate of our proposals to local donors, a sign of increasing donor confidence.

Our funding streams majorly constitute; child sponsorship raised from Funding Affiliates including Brazil, Sweden, UK, Italy, Spain and Ireland; institutional donors like DFAT, DFID, DGF, UNFPA, EU and DANIDA; Foundations including Ford Foundation, Berkeley Trust, Bill & Melinda Gates as well as individual donors

## **Expenditure Analysis**

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The expenditure for the period ended net of Flexible Fund was Ushs 23 billion. This represents a 10% decline compared to the previous year. The excess spending over income was financed by a planned reserve draw down as was the case in 2014. We still remain keen on expending a large portion of our funds in core programme interventions as defined by our Resource allocation framework and in the year 83% of the expenses were towards direct programme, 8% on support costs, 7% on fundraising costs and 3% on governance costs.

## **Reserves Analysis**

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The organization maintains reserves with our secretariat in order to manage temporary funding deficits or timing differences on expected income receipts. The Federation threshold for reserves as per policy is 2 – 4 months' planned expenditure of the following financial year. ActionAid Uganda closed the year at 3.4 months which is within the acceptable range.

Given trends on reserve draw downs in previous years, we note a slight increase of Ushs 395 million in cash reserves in 2015 which is contributed to by currency valuation of the Secretariat held GBP reserves as opposed to the Ushs5.9 billion decline in 2014 when compared to 2013. In GBP terms however there was a reserve draw in both years. We are keen not to keep reserves too high at the expense of work targeting people living in poverty for whom we raise funds. Reserves are analyzed and monitored to ensure unspent donor balances are not included as these would represent claims against/refunds to donors at project closure.

## **Audit and Risk Management**

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The organization has an internal audit function whose activities are monitored by the Finance and Audit Committee of the board with a mandate to provide assurance on control environment and assist the management team in their oversight role over the operations of the organization to ensure set objectives are met.

There was a marked reduction in cases of financial impropriety in 2015 as demonstrated by regular Internal Audit Reports presented to the Management Audit Committee and the Board.

**ACTIONAID INTERNATIONAL UGANDA**  
**Summarised Financial Statements for the year ended 31 December 2015**

**INDEPENDENT EXTERNAL AUDITORS' REPORT**

The accompanying summary financial statements, which comprise the statement of financial position at 31 December 2015 and the statement of comprehensive income, are derived from the audited financial statements of ActionAid International Uganda for the year ended 31 December 2015. We have expressed an unmodified opinion on those financial statements in our report dated 11 May 2016. 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 Ugandan 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 2015 are consistent, in all material respects, with those financial statements.

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

Date ..... *13 May* ..... 2016

**ACTIONAID INTERNATIONAL UGANDA  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**STATEMENT OF COMPREHENSIVE INCOME AS AT 31 DECEMBER 2015**

	Notes	2015 UGX'000	2014 UGX'000
<b>Income</b>			
Local income	4	1,789,933	1,455,517
Child sponsorship income	5	10,677,502	10,145,248
Partnership income-AAI	5	5,525,360	5,543,517
DFID	6	1,756,748	2,079,101
EC	7	532,908	-
DGF	8	2,019,124	1,455,290
<b>Total Income</b>		<b>22,301,575</b>	<b>20,678,673</b>
<b>Expenditure</b>			
Personel and staff costs	9	5,908,578	5,489,844
Office costs	10	1,387,438	1,447,535
Transport and travel	11	731,565	742,662
Service costs	12	353,040	383,313
Capital costs	13	415,712	505,661
Direct programme costs	14	14,211,582	17,035,925
Flexible fund levy by AAI/funding members	15 (a)	989,855	854,923
Unrealized exchange gains	16	(2,007,707)	(214,894)
<b>Total Expenditure</b>		<b>21,990,063</b>	<b>26,244,969</b>
<b>Surplus/ (Deficit) for the year</b>		<b>311,512</b>	<b>(5,566,296)</b>
Other comprehensive income		-	-
<b>Total comprehensive income Surplus/(Deficit)</b>		<b>311,512</b>	<b>(5,566,296)</b>

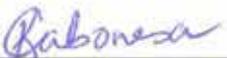
The notes set out on pages 17 to 32 form an integral part of these financial statements.

**ACTIONAID INTERNATIONAL UGANDA  
ANNUAL FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2015**

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2015**

	Notes	2015 UGX'000	2014 UGX'000
<b>Non-current Assets</b>			
Property, plant and equipment	17	921,863	1,004,643
Prepaid lease rentals	18	9,205	9,430
<b>Total non-current assets</b>		<b>931,068</b>	<b>1,014,073</b>
<b>Current Assets</b>			
Receivables	19	6,285,242	8,089,721
Bank and cash balance	21	4,187,896	2,344,156
<b>Total current assets</b>		<b>10,473,138</b>	<b>10,433,877</b>
<b>Total Assets</b>		<b>11,404,206</b>	<b>11,447,950</b>
<b>Reserves and Liabilities</b>			
Revaluation reserves		9,183	9,408
Other reserves (held by AAI)	22	4,812,450	7,338,467
Accumulated local reserves		4,964,188	2,126,434
		<b>9,785,821</b>	<b>9,474,309</b>
<b>Current Liabilities</b>			
Payables /Accrued Liabilities	23	1,618,385	1,973,641
		<b>11,404,206</b>	<b>11,447,950</b>

The financial statements of ActionAid International Uganda, as indicated above, were approved by the National Governance Board on... 09 April ..... 2016 and were signed on its behalf by:

  
Board Chairperson

  
Treasurer

  
Country Director

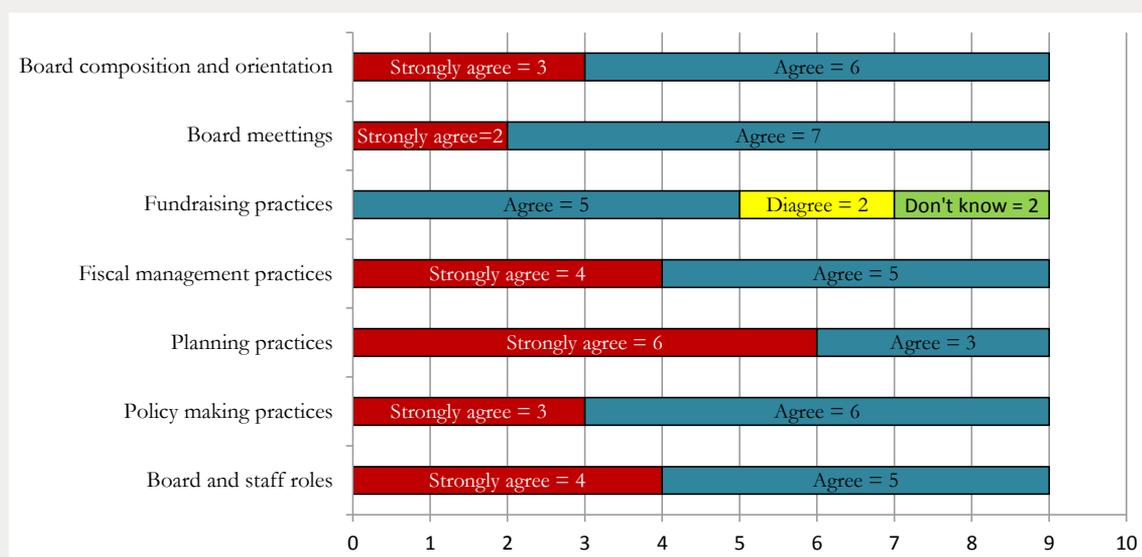
The notes set out on pages 17 to 32 form an integral part of these financial statement

# Corporate Governance

Governance within ActionAid Uganda is the process by which an Assembly or Board functions as a unit to direct the organisation. The governance framework allows the Board to consider conformity and performance, enabling them to balance their responsibility for oversight.

In 2015, our key achievements included:

1. All Board and Committee meetings were effectively and efficiently held, with participation averaging 80%.
2. The 9th Annual AGM was successfully held on 13th June 2015 with a smooth leadership transition.
3. Annual returns were submitted to the NGO Board and the Company Registry as required by law.
4. We successfully recruited one Board Member namely, Charles Mwanguhya, at the AAU Annual General Assembly.
5. An all-inclusive Board Retreat was successfully held together with the AAU Senior Management Team from 13th to 15th August 2015.
6. An extra ordinary Board meeting was held on 29th August 2015 to specifically discuss the Mid Term Review Report as well as the Change Management Plan.
7. The 2014 Board self-assessment exercise was carried out successfully enabling the Board to set targets and make improvements were necessary. The excerpt below showed how the Board rated the different aspects of governance in ActionAid.



Photo/AAU/Samanya



Apio Esther, from Katakwi writing a message to her sponsor

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# Conclusion and looking into 2016

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2015 was a great year for AAU with plenty to celebrate. In 2016, we shall continue to pursue opportunities and learn for program quality and fundraising by taking stock of our achievements and being cognizant of challenges and changes in the environment. The key issues below form a basis of promises we make in 2016 upon which we shall be held accountable at year end.

## **Improve Programme Quality**

We shall strengthen our focus on programme quality as a basis for fundraising. Programme quality improvements will entail ensuring our programs are more relevant and rooted, that there is timely delivery of programs, that they come with innovations, achieve real impact at various levels of focus, lead to learning, generate knowledge and meet contract management and partnership obligations.

## **Completion of the Change Management Plan**

We shall ensure we effectively complete our change management plan by May 2015 and demonstrate the promise in the new structure and results therein. Important areas here include staff recruitment and deployment, re-organising our partnership approach and ensuring that the new cluster arrangement delivers.

## **Strategy Development Process**

We shall embark on the development of our next Country Strategy Paper (CSP V) and also actively participate in and contribute to the development of the ActionAid International (AAI) strategy that is expected to be approved in an extra ordinary General Assembly in December 2016.

## **Strengthen Alliance and Movement Building**

We shall consolidate our illustrious infrastructure that includes reflect groups at community level, partners at local and national level as well as build new collaborations with academia and political society to expand the frontiers of our external influence and engagement.

## **Fundraising Strategy Rollout**

this is the first year of rolling out our fundraising strategy and if we are to start on a good note by achieving our annual target of UGX 26 Billion, we must raise up to UGX 11 billion between now and December 2016.

Finally, I implore you all to join me in celebrating our successes in the previous year and committing to an even greater ambition this year. Together, we shall extend and deepen the frontiers of our commitment to changing lives, especially of many who face a myriad of injustices in our country and globally. Have you all a rewarding and productive 2016!

# Supporters and Funding Partners

In 2015, AAU continued to receive support of different sponsors and partners enabling us to deliver our commitments made in the country Strategy Paper IV. As a result of quality programs and reports, we received complements and acknowledgements from different sponsors.

## Funding Affiliates

ActionAid United Kingdom

1. ActionAid Sweden
2. ActionAid Italy
3. ActionAid Brazil
4. ActionAid Spain
5. ActionAid Denmark
6. ActionAid Australia
7. ActionAid Ireland
8. ActionAid International

## Funding Partners

1. DFID-UK
2. DFID-Uganda
3. Department of Foreign Affairs and Trade (DFAT)-Australia
4. Democratic Governance Facility (DGF)
5. European Commission
6. UNFPA
7. Ford Foundation
8. Rush Foundation
9. Alistair Berkley Charitable Trust
10. Bill & Melinda Gates Foundation.
11. Dr Bhati
12. Awamu CIC.
13. Ayuda en Acción (AeA)

### Support complements for Quality Programming and Reporting

*We realize that we have sponsored activity in The Gambia since 1983 and in Uganda since 1989. We would like to congratulate the Country Directors of the Next Steps programmes - latest reports for 2015 recently received. These reports are very inspiring and show tremendous achievements helping the communities to grow and survive in their changing environments.*

*We particularly like the way that these changes are going to be lasting changes as you work with people to enable them to improve their lives by learning better farming methods, developing incomes from new skills and managing their incomes and also the work with women's and children's rights. We are pleased to continue supporting all this rewarding work and look forward to receiving reports of progress in so many areas.*

*Best wishes Susan and Mark Savidge*

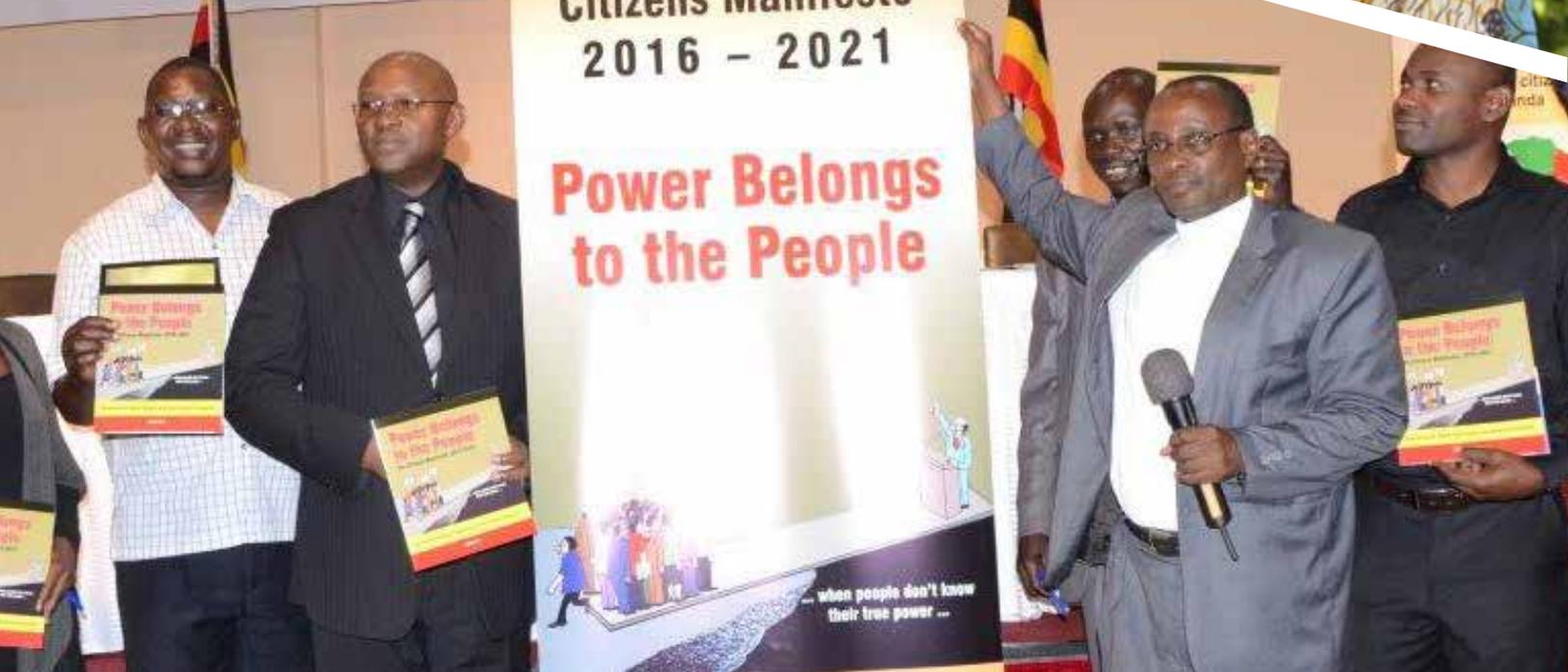
# Implementing Partners in 2015

NAME OF PARTNER	Geographical scope	Nature of Partnership
Namutumba NGO Forum	Busiki	Network
Kalangala District Education Forum (KADEFO)	Kalangala	NGO
Kalangala Community Radio (KCR)	Kalangala	CBO
Vision Care	Kapchorwa	NGO
Kapchorwa Civil Society Organizations' Alliance (KACSOA)	Kapchorwa	Alliance
Ngariam Sub County Development Association (NSCDA)	Katakwi	CBO
Toroma Partnership Project (TPP)	Katakwi	CBO
Koena Apieciatoi Farmers Association (KAFA)	Kumi	Alliance
Rwenzori Anti-Corruption Coalition (RAC)	Masindi	Coalition
KIRUDA	Masindi	CBO
BOMIDO	Masindi	CBO
WIDCOM	National	NGO
MAWDA	National	NGO
DENIVA	National	Network
Nebbi District NGO Forum (NDNGOF)	Nebbi	Network
Advocates for Research in Development (ARID)	Pader	NGO
Apalala Women Group (AWG)	Nebbi	CBO
Nacwola-Numutumba	Busiki	NGO
Iganga District Ngo Forum (INGOF)	Busiki	Network
Benet Lobby Group (BLG)	Kapchorwa	CBO
Community Action For Human Rights (CAFHUR)	Kapchorwa	NGO
Public Affairs Com-Uganda (PAC)	Kumi	NGO
Gogonyo Reflect Development Organisation (GOREDO)	Pallisa	CBO
Nacwola- Pallisa	Pallisa	NGO
Tusitukirewamu	National	NGO
Anti-Corruption Coalition Uganda (ACCU)	National	Coalition
KAFOPHAN	Kalangala	NGO
Kalangala District NGO Forum (KADINGO)	Kalangala	Network
Community Development & Resource Network (CDRN)	Kampala	
Life Concern (LICO)	Nebbi	NGO
Bufumbira Island Development Association (BIDA)	Kalangala	NGO
Malera Star Initiative for Rural Development (MASIRUDE)	Kumi	CBO
Family Life Survival (FALISU)	Katakwi	CBO

<b>NAME OF PARTNER</b>	<b>Geographical scope</b>	<b>Nature of Partnership</b>
Mid-Western Anti-Corruption Coalition (MIRAC)	Masindi	Coalition
Buseta Reflect Development Organisation (BUREDO)	Pallisa	CBO
Nacwola- Kumi	Kumi	NGO
Naboa Reflect Development Organsiation (NAREDO)	Pallisa	CBO
NIFAED	National	NGO
Apac NGO Link Forum	Masindi	Network
Nsinze Sub County HIV/AIDS Workers Association (NSHAWA)	Busiki	CBO
Forum for Community Transformation (FCT)	Amuru	CBO
Omodoi Parents Association (OPA)	Katakwi	CBO
Kapujan Community Partnership Project (KCPP)	Katakwi	CBO
Women and Rural Development Network (WORUDET)	Pader	NGO
Pacego Women Club (PWC)	Nebbi	CBO
Pallisa Civil Society Network (PACONET)	Pallisa	Network
Recreation For Development and Peace (RDP-U)	Masindi	NGO
Kapchorwa Bukwo Women Peace Initiative (KWIPI)	Kapchorwa	CBO
Katakwi District Development Actors Network (KADDAN)	Katakwi	NGO
Kalangala District Women Initiative for Development (KADWID)	Kalangala	CBO
Teso Anti-Corruption Coalition (TAC)	Katakwi	Coalition
Uganda National Association of the Deaf (UNAD)	National	NGO
Partners For Community Development (PCD)	Amuru	CBO
EMLI	National	NGO
VEDCO	National	NGO
SEATINI	National	NGO
National NGO Forum	National	Network
Barlonyo Community Concern Development (BCCD)	Masindi	CBO
Justice Aid Uganda	Masindi	NGO
MIFUMI	Tororo	NGO
CSBAG	National	NGO
HURINET	National	
CCFU	National	NGO
Uhuru Institute	National	NGO
FOWODE	National	NGO
Uganda Child Rights Network	National	Network
Fida Uganda	National	NGO
Uganda Debt Network	National	Network
Uganda Youth Network	National	Network
Uganda society for disabled children	National	NGO
Uganda Women's Network	National	Network
Akina Mama Wa Afrika (AMWA)	National	



ional Launch of  
**CITIZENS MANIFESTO 2016**  
ay 9<sup>th</sup> November 2015, 2pm; Hotel Africana  
ver Belongs to the P



**Citizens Manifesto  
2016 - 2021**

**Power Belongs  
to the People**

... when people don't know  
their true power ...

