

act:onaid



Annual Report 2011

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.

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Kumi. Amokol Mary happy with her cassava harvest, gives thanks to ActionAid for providing her with seeds to plant at Kanapa Village.
Photo by Stephen Wandera / ActionAid



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Photo: Stephen Wandera/ActionAid



Kalangala: ActionAid is supporting people living with HIV/AIDS to access ARV's and sustain their livelihood.

MESSAGE FROM THE CHAIRPERSON



On behalf of all the stakeholders of ActionAid International Uganda (AAIU), I have the honour of presenting to you the 2011 Annual Report. Despite the difficult national context for the country, AAIU is proud to mark yet another remarkable year of work with the poor and excluded people as well as civil society organisations in Uganda.

At a strategic level, 2011 concluded the implementation of AAIU's 3rd Country Strategy Paper (CSP III), which recorded significant progress in fulfilling our development commitments. More importantly, December also marked the launch of our fourth Country Strategy, which was the outcome of a highly participatory, reflective and absorbing strategy development process. We are also very delighted to have been active players in the development of ActionAid International's Global Strategy titled "People's Action to End Poverty".

Through prudent management of the organisation, our programme outreach and partnerships showed remarkable gains throughout the year. In 2011 our overall expenditure grew by about 4.1% from £3,795,000 to £3,949,000 - 6.2% lower than planned. We worked with 72 implementing partners directly reaching 548,192 people (43% women, 31% men, 15% girls and 11% boys) in 49 districts. Our programming quality greatly improved with the proactive enhancement of human rights skills, monitoring and evaluation, documenting and communicating the impact of our work to inform policy advocacy, accountability and shared learning. We closed the year with 78 staff, 41% women. In the face of economic hardship, our staff remained committed to the organisational focus for developing the new Country Strategy Paper titled - *Embracing Rights! Improving Lives! (2012 -2017)*. I would thus in a very special way extend, on behalf of the National Governing Board our heartfelt and sincere gratitude to the entire staff of ActionAid International Uganda whose relentless efforts and devotion to duty made and continue to make things happen.

Finally, I would like to acknowledge the tremendous support of my colleagues on the National Board of AAIU who continue to voluntarily offer their expertise and valuable time for the cause of the organisation. In addition, I would like to thank our partners and supporters who, despite the current challenging global financial situation, maintain their unwavering commitment to fund our activities. We do not take your support for granted and remain dedicated to delivering our stated goals.

We look to 2012 with a lot of excitement and hope for yet another period of renewed commitment to work for the dignity of thousands that we directly and indirectly reach through our programmes.

A handwritten signature in blue ink, appearing to read "James A.A. Otto". The signature is stylized and somewhat abstract, with loops and flourishes.

James A.A. Otto

Chairperson, AAIU National Board

1. INTRODUCTION



An ActionAid Uganda staff hands over scholastic materials to children. We take pride in bringing hope to the disadvantaged.

2011 Country Overview

2011 was particularly difficult for Uganda because of the economic and political challenges it faced throughout the year.

On the Political front, the 9th presidential elections took place in the first quarter of the year. Combined with the parliamentary and local council elections, this year marked the second multi-party elections since their reinstatement. Though generally peaceful with 59.3% voter turnout, several local and international observers reported localised incidents of violence and poor management by the Electoral Commission. Others observed an overwhelming lack of a level playing field and the “commercialisation of politics” raising the question as to whether the electoral process was truly democratic. On the other hand, the election of the first female Speaker of Parliament was a triumph for Uganda’s democratic process and set the stage for more efficiency in tackling tabled issues, particularly cases of corruption in public offices.

Economically, the annual inflation rate rose to 29%; the highest in two decades. Although the rate did fall to 27% by the end of December 2011, the impact on the economy was still immense. Food and fuel prices remained high, sparking off a series of public demonstrations by various citizens' groups. The pressure groups demanded for the government's interventions to address the economic crisis. Teachers and medical workers' unions also took to the streets calling for better working conditions while the taxi drivers' association brought the transport system to a halt with protests against high fuel prices. Kampala City Traders Association (KACITA) did not open their shops for days protesting the increased interest rates levied both on old and new bank loans. In each of these cases, the government intervened but with no concrete resolve except in the case of the teachers where a 50% salary increment over the next few years was promised.

The country also suffered from the effects of natural disasters which included prolonged droughts, floods, water-logging, landslides, mudslides, and deadly cases of lightning striking primary schools in rural areas. Most recently were outbreaks of an unknown illness called the "nodding disease" for which investigations initiated by the Ministry of Health and the Centre for Disease Control (CDC) are yet to be concluded. While the government and other local and international institutions joined hands to address the urgency of some of the human security issues mentioned above in an effort to save lives, these occurrences also highlight the lack of disaster preparedness and response capacity at both local and central levels.

Overview of the Report

This report comprises of two main parts; the first which is a summary of our interventions in 2011. These are centred on four areas of our Human Rights Based Approach (HRBA) aligned with the ActionAid International's Global Monitoring Framework (GMF). We are committed to responding to the immediate needs of the people we work with, to create rights consciousness, to bring about mobilization and participation in the collective work of civil societies in Uganda and finally to influence policy change. Under each of these elements, the report will outline the work, challenges and the lessons learned throughout the year.

The second part examines the institutional developments of ActionAid Uganda's Human Resource and Organisational Structures in the areas of Funding with an overview of our Partnership Development and updates on Sponsorship; a summary of our work in Communications, Information Technology Units as well as Impact Assessment and Shared Learning; And finally in the area of Finance with reports on our Internal Audit and Internal Governance of the organisation.

Being the fifth and final year of the implementation of our third Country Strategy - *Rights, Access and Justice - A Strategy for Transformation*, this report illustrates the outcomes and lessons learnt from our work in 2011, which stems from the last five years since the implementation of the CSP III period. The report also includes a case study on community empowerment as an illustration of the milestones achieved over the past five years as our last strategy draws to an end.

2 OUR WORK

PROCESSES, IMPACT AND LEARNING

This section will highlight the key issues relating to our commitments, achievements, challenges as well as learnings. In line with our Human Rights Based Approach and the Global Monitoring Framework, the section is divided into four sub-sections as seen below:

- a. Response to the immediate needs of the rights holders;
- b. Creating rights consciousness;
- c. Mobilisation of civil society;
- d. Influencing policy change

Each sub-section puts forward our commitments, key issues, achievements and challenges. The report therefore examines the integrated outcomes from the six areas of focus of our third Country Strategy: Education Rights, Food Rights, Women Rights, Right to a life of dignity in the face of HIV/AIDS, the Right to Just and Democratic Governance, and the Right to Human Security in conflict and emergencies.



Photo: Thomas White/ ActionAid

Kapchorwa. ActionAid supported building of a new school in Giriki, Kween district together with a school feeding programme, so the children of Giriki could enjoy their right to education. The school will be handed over to government in 2012

Response to Immediate Needs

Addressing the immediate needs of the poor and excluded people as a means of mobilisation for their rights.

In 2011, we responded to the following immediate needs of the poor communities we work with: enhancing household income of women survivors of Gender Based Violence, food and seed security at household level, and providing lunch meals at school.

Our Key Commitments

- To promote the basic rights of people in emergencies and promote the resettling of the people affected by internal displacement.
- To increase awareness of one's rights to quality social services

Over 7 million people are caught up in the circle of chronic poverty in Uganda. In 2011, our programs targeted internally displaced persons and smallholder women farmers in areas affected by armed conflicts, households devastated by cattle rustling, women living with HIV/AIDS and resource poor smallholder farmers. The programs supporting women in the REFLECT and STAR Groups were very successful. Women from these groups were engaged in income generating activities to boost family revenues and enhance their asset base. In Masindi district for instance, credit and saving societies for women saved UGX 46,521,500 of which the beneficiaries used as a source for borrowing to meet basic needs.

In areas hardest hit by drought, communities suffered from hunger and malnutrition. Additional food shortages were caused by inappropriate seed distribution in communities recovering from armed conflict. We resettled women and child-headed households in Amuru and Nwoya districts by restocking local goats and providing improved bean seeds. For additional cultivation acreage the communities also received oxen and ox ploughs as well as training in the use of the ploughs. This enhanced food production and stock for 395 households, which went from 154 food-secure days in 2010 to 270 days in 2011. Ninety per cent of these households are headed by women smallholder farmers of the REFLECT associations in 13 villages.

Food security was also further enhanced when the initial coverage of the Revolving Seed Scheme programme was increased to benefit more households in the districts of Pallisa, Mubuku, Budaka, Kumi, Bukedea and Lira. OWESCO, one of our partners in Kumi district recovered 4,000 kilograms of seed from their seed-bank in 2010 and re-distributed to 142 small-scale farmers (98 of whom were women). By the end of 2011, the number of smallholder farmers from the initial four villages of Aakum, Kachaboi, Oseera and Akide in Kumi district had doubled their number of participants. To respond to the need for appropriate farming methods, REFLECT and STAR Circles were used as centres for promoting modern and more efficient approaches to farming. In Malera sub-county in Kumi district, four partners including MASIRUDE supported 1,200 smallholder farmers linked to the REFLECT/STAR circles to access early maturing planting materials, seeds (including tomato seeds), pesticides, fertilisers and Kenya Top Bars (KTB) modern beehives. To mitigate the risk of food shortages caused by climate change, drought resistant initiatives such as the distribution of 262 female goats and 15,000 citrus seedlings took place in Kidongole sub-county. REFLECT and STAR processes enabled smallholder farmers to carry out further analysis on issues relating to food insecurity hitting their communities. For example, discussions on who makes the decisions and/

or who is responsible for food insecurity in the region motivated smallholder farmers to organise themselves into groups to better voice their concerns at community and district level.



Amuru. In ActionAid's REFLECT circles women share and empower each other to be able to learn how to read and write, support and counsel each other on domestic issues, livelihood, maternity care etc

We also continued to support school-feeding programs in Pallisa, Masindi and Giryi to address school dropout and performance rates caused by hunger. The programs encouraged schools to become self-reliant with regard to their food production and raised awareness about household food security and the need for the government to address these basic needs.

The *Community Review Meetings* attended by parents and teachers showed that school-feeding programs increased school retention and improved children's concentration in all the participating schools. Lastly, all the schools that took in the program also started to produce their own food supplies to better support the school-feeding initiatives.

'I am a single mother of 8 having been deserted by my husband 5 years ago. I survived the 25th August 2011 mudslide by a whisker. My 9 immediate neighbours all perished under the muddy rubble of that black Sunday night. The awareness created by ActionAid on the need for all survivors of the landslides to immediately relocate away from the high risk area and go live with their family members, obliged me to relocate to my relative's home 3 kilometres away. This made my family to survive the other rounds of landslides that followed. The food relief provided by ActionAid and from which I also benefited enabled me to get the energy to tend my bean garden. Right now I have harvested the produce, which I am sun-drying to keep as a source of food for my family and as seeds for planting in the coming season. Ms Lorna Buyar.

Our support also extended to communities affected by droughts, floods, mudslides and water logging in Bulambuli, Kapchorwa, Kween, Nebbi, and Katakwi districts by providing food and non-food items. Community engagements highlighted the communities' vulnerabilities and built their capacity to better prepare for Disaster Risk Reduction (DRR) by teaching them how to effectively articulate their needs to the government. Despite the community's capacity to mobilise and petition for government support, it does not guarantee that the outcome will be the one desired. For example, in the aftermath of the 2010 Bududa landslides, despite the government's emergency response for survivors to resettle on allocated land in Kiryandongo district, only 89 families relocated. The majority of the surviving families resisted relocation because the proposed resettlement area was very far from their ethnic networks. Other survivors used their own resources to relocate to leave the high-risk areas for locations of their choice. But some families were not as lucky as 43 people perished when the second wave of landslides hit Bulambuli district in August 2011. Following the incident, an organisation of survivors emerged and took their case to court.

Looking Ahead

Our food security interventions intended to create seed and food stability for communities that were heavily reliant on ActionAid's support for their sustainability and met some challenges due to unforeseen circumstances. For instance, the Revolving Seed and Planting Materials Schemes were negatively impacted by the effects of climate change, which either prolonged droughts or brought upon onslaughts of water-logging and floods. One of the key lessons from this experience was to further link our food security programs to human security interventions so as to ensure that communities' resilience is increased while adapting to alternative livelihood options. In order to deepen our work in the area of Disaster Risk Reduction, a cross-cutting area of focus named *Sustainable Livelihoods* was developed and will be implemented within ActionAid Uganda's new Country Strategy which encapsulates this new approach more adroitly.



Photo: Thomas White/ActionAid

Smiles after Bulambuli disaster. A rapid intervention from ActionAid secured children scholastic materials and their parents other supplies after the landslides in 2011

Creating Rights Consciousness

Creating demands for sustained enjoyment of the rights to adequate and quality social services, justice and dignity

Rights consciousness enhanced the rights of: teachers for supportive conditions of service, children's rights to quality and motivated teachers, women's rights to a violence-free environment, women's rights to productive resources (land), citizen's rights to quality and sustained services, smallholder farmers' rights to seeds and finally civic rights for citizens.

Our Key Commitments

- Use participatory approaches and methodologies to build rights consciousness of the people we work with through the engagement of continuous power analysis.
- Promote a deepening of consciousness of poor and excluded women's rights to productive resources.
- Promote civic awareness of citizen groups so that they can claim their rights and hold duty bearers accountable.

Education

The standards of education are greatly determined by the working conditions in these sectors. Since conditions for employees in the education sector remain poor in Uganda, so is the quality of the public services they provide. More so, the workers in these sectors cannot proactively take action and demand for improvement since they are often unaware of their rights to good working conditions. We responded to the plight of teachers by providing technical support to the Uganda National Teachers Union (UNATU) in line with the partnership agreement between ActionAid International and Education International. Together with the National NGO Forum and Advocates Coalition for Development and Environment (ACODE), we promoted understanding about the importance of quality of education for all. Our support included the analysis of trends in government budget allocation and improved the Teachers Union's solidarity with several stakeholders. The teachers' demands for improved terms of service were received and discussed by the executive, resulting in the government committing to a 15% remuneration increment for the 2012-2013 fiscal year, an amount that the teachers remain dissatisfied with.

We also undertook resource tracking and budget analysis to highlight 'idle' public resources in various districts that might be prone to embezzlement. For instance, the Masindi District NGO Forum identified UGX 1.8 billion considered as 'idle funds' and tracked the funds to ensure that the money be reimbursed to the national treasury.

Women's Rights

Women and girls continue to suffer from Gender Based Violence (GBV) with poor or no access to justice. Our programmes helped raise awareness on Gender Based Violence and increased the support for our Women Rights Centres in Pallisa, Mubende and Nebbi. The centres' Coalitions Against Gender Based Violence at district and national levels were also active in encouraging GBV survivors to demand for timely justice. Data and stories of change compiled at the three centres indicate that there is an increased awareness of women knowing about their rights.

More female youths and women have regained ownership and/or access to their land through formal and/or traditional land courts systems. The documented successes of the of the Women's

Rights Centres which emphasize on the mobilization of stakeholders has led to the government, donor organisations and other institutions' to adopt this model.



Photo: Jake Lyell/ActionAid

In 2011, women including Nazziwa Annette whose husband cut off her hands took a firm stand on Gender based violence in Mubende. Above, Nazziwa matches with others during an International Women's Day celebration.

Corruption and Public Service Delivery

Corruption is still a major bottleneck to quality and adequate social services despite the significant and increased governmental administrative budget to tackle the vice in the country. ActionAid, in collaboration with the Civil Society Budget Advocacy Group (CSBAG), work to build the capacity of organisations to better implement stringent public budget tracking systems. This exercise is meant to improve public accountability to ensure quality and sustainable social services to citizens. Organisations such as REFLECT groups, Independent Budget Monitors, Children Monitoring Committees and others work to raise citizens' awareness on their right to hold public officers accountable. One example of the program's success was seen in Alira parish, Adukue sub-county where village mobilization led to the repair of a bad feeder road. Another successful action was the support of 150 smallholder farmers in Pallisa district to reject uncertified genetically modified seeds that they had received. In both these cases, actions from REFLECT Groups brought about the mobilisation of communities which forced public authorities to respond to the matters.

The anti-corruption campaigns supported by ActionAid brought on positive results for many communities. For example in Hoima district, where the number of health personnel rose from 51% in 2009 to 57% by the end of 2011 as a result of public demand for improved service delivery in hospitals and health care facilities. In another case, the Children Monitoring Committee (CMC) advocated for better facilities for 5 primary schools in Kalangala district. This led to 20 pit latrine units being built in 4 schools, thunder arrestors being installed in 2 schools and to hand-tools being provided to maintain the compound of Bukasa Primary School. To strengthen ActionAid's engagement in these campaigns, more school staff was deployed in underserved areas. In other districts, the Resources Tracking Committees (RTC) supported REFLECT associations to convene

School Management Committees (SMCs), that hold school administrations and public officials accountable for public funds and other resources as seen in the case of Nyambiri Primary School described at the end of this section.

In response to the high and unplanned national expenditures – ActionAid was part of a coalition that spearheaded the “Return our Money” Campaign. The campaign appealed to the Members of Parliament to reimburse the amount of UGX 20 million to the treasury, as the money was secretly paid to them a few days before the expiry of their term ostensibly to monitor government programmes. By the end of 2011 the coalition sought legal redress at the constitutional court.

To build civic rights consciousness, in partnership with REFLECT and STAR groups, we have promoted Theatre for Empowerment. One community member in Padrombo parish, Lobule sub-county, Koboko district said this about a play by the Kirago Music Dance and Drama Group:

“The play showed us that we can resolve conflicts arising from language differences (Lugbara vs Kakwa) by encouraging the community to elect a peace and reconciliation committee. ActionAid and KOCISONET – an ActionAid partner – can facilitate the process of community selection and training of peace and reconciliation trainees (PCRT) at parish level.” David Malisi, community member

By the end of the year following presentation of the Drama Group, a proposal was submitted to the district and the authorities were organising trainings for the peace and reconciliation personnel. Music, dance and drama have been instrumental for sharing information that could otherwise be considered as sensitive. Such presentations serve to spark off group discussions on difficult or controversial issues facing the community to help group members make informed decisions at a personal, family and/or community level. This is one of the reasons that the STAR Approach is used to facilitate the communication on HIV/AIDS related information amongst peers.

Photo: Stephen Wandera/ActionAid



Arua: Youth groups are performing at the Anti Corruption Convention. One of the activities to make Ugandans aware of the importance of accountability of public spending.

Outstanding Challenges

It was determined that our current rights consciousness creation process is well below the desired level required to empower rights holders to demonstrate civic competencies in their daily lives. This discrepancy is attributed to various factors, which include the failure to adequately link our service - delivery work to our rights awareness programs, our partners’ and front line staff’s limited exposure to the Human Rights Based Approach as well as the challenging work environment for rights activists.

Mobilisation and Engagement with other Civil Society Organisations

Rallying citizens, civil society organisations, networks and coalitions to challenge power imbalance against the poor

To challenge rights violation and power imbalance, we mobilised civil society in solidarity with poor right holders to demand for quality social services and justice. We did this through media campaigns, such as the HungerFREE Uganda Campaign, and the Return our Money Campaign launched against the perceived reckless spending of Government.

The weak and poorly coordinated joint actions between civil society organisations and citizens' groups is reflected in the lack of civic competence needed to effectively demand for public accountability. This may contribute to the poor and inadequate public services currently seen in Uganda today.

Our Key Commitments

- Mobilise civil society networks, coalitions and alliances to be in solidarity with the organisations of poor rights holders and those suffering of injustice
- Promote capacity building of civil society organisations
- Share information on the HungerFREE, Women Won't Wait and Return our Money campaigns to provide focus to influence policy change in favour of the poor and those suffering from injustice

Many civil society organisations remain unaware of the critical rights violations that would need to be addressed through the mobilisation of combined voices. Notably, the legislative and policy process on women's rights was passed without adequate communication from the media in Uganda. We therefore engaged media participation through sponsored trips to locations with cases of rights violation. Additionally, we provided technical support to enhance journalists' understanding of the different forms of women's rights violations as well as strategies for covering the new legislative and legal processes.

We also coordinated and mobilised a cross-border CSO Peace Meeting at Kitale in Kenya with community members from the Karamojong, Pokot and Sabinu tribes in response to small arms conflicts at the Kenya-Uganda border region linked to the cattle rustling. A joint action plan was drawn which included among others; mobilisation and sensitization of communities on peace building, resource (water and pasture) sharing, exchange visits for peace committees, periodic cross-border meetings between security personnel from Kenya and Uganda, and information sharing on early warning mechanisms. Other mobilization activities took place as part of the Global Call on Education Week, a four-day Children's Peace Camp was held in Kotido attended by 225 youth from the Jie and Bokora clans. The children presented their manifesto to all the stakeholders mobilized for the event in May 2011, and no raid between the communities has been reported since.

In partnership with UNHCR and the African Centre for Disaster Studies and Management, we led a media campaign on World Humanitarian Day to profile ActionAid Human Rights Based Approach in its emergencies work. The profiled event featured joint youth activities and presentations with over 4,000 scouts at the Kazi Scout Jamboree Camp Jamboree on the shores of Lake Victoria.

Additional local awareness activities included the mobilising and facilitating an awareness raising training for 100 farmer organisations across Uganda in collaboration with the Food Rights Alliance, PELUM, SEATINI and the NGO Environmental Alert about the dangers of Genetically Modified Organisms. The training provided a space for farmer organisations to network with other countries and provided opportunities for learning about bio-safety from the smallholder farmers on the ground.



Photo: Stephen Wandera/ActionAid

Kalangala: Activista, ActionAid's youth movement is progressively becoming a significant force in campaigns that affect Uganda

Outstanding Challenge

A key difficulty has been to prevent human rights' violations by state functions. Citizen's agencies have failed to maintain adequately functioning civic spaces, processes and organisations during incidents of local strife. Due to safety reasons, human rights' organisations have found it challenging to intervene on behalf of citizens. The government has been known to respond harshly to public demonstrations with the heavy deployment of the Uganda Police Force (UPF). Thus, most rights' groups have had to withhold their interventions as a safety precaution. The lesson is to build deeper rights consciousness on both sides especially within security agencies.

Influencing Policy Change

Negotiating for change in policies and practices for sustained rights and justice

The creation of new districts, the Access to Information Act, judicial services to women, Local Council Court procedures and practices, payment to MPs outside budgets and for non-existent activities

Our Key Commitments

- Use evidence and research from our work on the ground to inform policy engagement
- Support civil society processes and the organisations of the poor right holders to demand for changes in policies and practices that lead to improvement in services
- Use our Women Won't Wait, HungerFREE and other campaigns to mobilise and demand for sustainable change
- Support the development of supportive policy framework at local and national level

In response to the growing concerns about the creation of so many unviable districts in Uganda, we partnered with DENIVA, one of the key National NGO Networks to undertake a study on decentralization. The research generated considerable debate on the efficiency of Uganda's recent trend of decentralization policy and practice. There were calls for a moratorium on the creation of new districts and a new formula that guarantees sustained quality service delivery and citizen participation. ActionAid Uganda plans to work with other organisations in 2012, to build momentum and a campaign agenda for a more manageable and rewarding decentralization practice.



Photo: Krishna Just/ActionAid

Mubende: Women Won't Wait has been a powerful campaign for Women's Rights. ActionAid is working directly with women on many issues, and is supporting access to justice by educating traditional leaders and local courts

To facilitate women's access to justice we further sensitized staff and personnel within the judicial system to be more supportive and display a better attitude when handling women's cases. We provided training to various traditional and non-traditional institutions of justice that deal with women's rights issues. This included working with Traditional Leaders, Local Councillor Court Officials and Judicial Officers in the districts of Lira, Oyam, Apac, Kole and Gulu. Following the training, women in those communities reported a more responsive attitude and a better environment with the handling of their cases. This also resulted with improved collaborations amongst stakeholders in promoting access to justice for women in the districts where we work.

Due to inadequate policy and a weak legal framework to enforce education for all children in Amuru, ActionAid worked with the District's Local Government to draft the *Amuru District Education Ordinance 2011* to help uphold the education rights for children in the district. Observations from the different stakeholders involved in the exercise indicate that while the *Ordinance* has yet to be implemented, many positive changes including increased attendance of teachers and more support from parents has already been noted. The remarkable improvement seen in the Primary Leaving Examination performance, which went from one first grade result in 2008 to 40 in 2011, is yet another positive outcome from this action.

This was similar to our support to the education of children in fishing communities through the collaborative engagements of our partners, the Kalangala District Education Forum (KADEFO) with the Kalangala District Local Government and the Ministry of Education which resulted in an increase in expenditure for the construction of primary boarding school facilities from a budget of UGX 437,000/= to 1,192 million. To-date, student retention and Primary Leaving Examination performances are on a steady increase as a result of the new boarding facilities in Kalangala.

The District Education Officer was happy to say:

"Kalangala district got 12 First Grades (8 boys and 4 girls) and 151 Second Grades out of the 278 pupils who sat. This is an upward trend in the performance of primary schools and the best so far since 2005. All the pupils who passed in the First Grade are from schools with boarding facilities: Kibanga, Kinyanira, Bugoma and Sserinnya Primary Schools. The consistent advocacy, which demanded for a special policy on boarding facilities to address the unique challenges faced by the children from the fishing communities in Kalangala, has yielding results. Surely, this is the way to go!" Mr Nseko Emmanuel, DEO Kalangala.

ActionAid was instrumental in mobilizing the Government to support 15 Community Primary Schools in Amuru district. Collaborating with other CSOs in the district we supported the District Education Office to influence the Ministry of Education and Sports with the enrolment of the schools and with the public funding and support. By end of the year, the Ministry's commitment to increase access to quality education in public funded schools was on course. Most importantly, the children educationally disadvantaged by two decades of armed conflicts, and who had to walk between 6 to 31 kilometres to go to school, will finally have an opportunity to learn.

In our work to better administer justice, the Local Council Courts lack of the basic legal and judicial reference materials was addressed. To enhance their capacity and effectiveness, we developed the *Local Council Court Reference Handbooks and Information Brochures* in partnership with FIDA – Uganda. These materials have been recognised and approved for use by the government as they fill a resource gap in the system.



Photo: Saanyu Kalibbala/ActionAid

Kampala: ActionAid is working for access to justice, especially for women, in many ways from active demonstrations to training of local courts.

While the number of women elected in Local Council positions has increased, their participation in the councils' decisions has been hampered by the councils' official use of English. Most of these women who gained their political influence through REFLECT do not have adequate command of English language to express themselves. In various districts, we have been advocating for the use of local languages, which was adopted in Nebbi. An independent review by the Local Council in Nebbi from the six sub-counties in the district where the local language is being used to run Local Council III business indicates a tremendous improvement in the participation of women.

Outstanding Challenge

The main challenge has been the sustenance of policy engagements. This failure is partly manifested through engagements built around events, international campaigning priorities, and topical issues arising on a daily basis at national and local levels. The lesson is to develop strong campaigns built on local context that are fully owned by the rights holders. We will therefore ensure that our campaign strategy for CSP IV promote the rights holder centrality and ownership.

Case Study

From 'Grass to Grace': Community empowerment turns Nyambiri Primary School around

This case demonstrates the effectiveness of rights awareness and citizen action in bringing about public accountability and improving the quality of service delivery and the enjoyment of rights. The case also demonstrates that civil society partners like Koboko Civil Society Network (KOCISONET) play a critical role in the empowerment processes of local communities requiring constant efforts over a period of time.

In 2008, a mobilisation action by Koboko Civil Society Network (KOCISONET) – an ActionAid partner, in the community of Nyambiri parish, Kuluba Sub-County, Koboko district (North western Uganda) petitioned the District Local Council against the infringement of their children's right to education. In 2009, KOCISONET trained Community Civic Educators who sensitized the community members on their roles and responsibilities and supported their organisations to hold duty bearers accountable. Tracking of the use of school resources revealed corruption cases including embezzlement of over UGX 780,000 (Uganda shilling: Seven hundred and eighty thousand) from Universal Primary Education (UPE) by the Head teacher. The community requested further trainings of their SMC and PTA members, Local Councillors (LCs) and teachers on their roles and responsibilities in effective management of their school.

"We have a school which needs the involvement of everybody because it has no classrooms; the children are under trees, no clear road, and no safe source of water, we do not have any female teacher, parents are not cooperative and text books and other instruction materials are borrowed from the neighbouring school - Ayipe primary school. Worst is - my Head teacher t does not stay within the school. We demand that the district allocates funds to develop the school and supplies the instructional materials" parts of the petition read by Apido Saidi, the Chairperson of Parents and Teachers Association (PTA) in 2008.

The district responded by using funds from the Peace Recovery and Development Programme (PRDP) for Northern Uganda to construct a 4 classroom block, as well as a road from Awindiri to Busia via Nyambiri primary school, to enable access by school children. A borehole was also drilled at the school.

"During the mid-day break, we used to run to Kaya River which is 2 kilometres away to drink some dirty water. This borehole is near, we no longer waste time look for drinking water. Our health has also improved." Apayi Rose in P4

A new Head teacher Mr. Onzima Issa was posted to the school and the Chief Administrative Officer for Koboko district, Mr. Onzu Ismal ordered an audit of the school funds. In a report shared by Head teacher and SMC with the parents, there is better accountability and use of funds, increased enrolment, and posting of teachers which have encouraged both boys and girls to attend school.

“I called for a SMC meeting with my parents and jointly demanded that the Head teacher leaves the school and that the District Education Officer should find for us a replacement. I was one of the signatories to the school bank account but I had never signed any bank document for withdrawing funds from my school account. We also demanded for immediate audit of the school account by the district.” Aloro Paul the Chairperson School Management Committee (SMC).

Further training 2011 in resource tracking and the roles of the communities, there has been reinigorated commitment of the parents and community members. By the end of the year, parents constructed two classrooms and three houses using local materials to accommodate the Head teacher and one female teacher. The additional infrastructure enabled the school to open its pioneer Primary Seven (P.7) class with 11 candidates (7 male and 4 female). By the end of the year, the school had eight classrooms and two office rooms.



Photo: Taban Rashid

Koboko: Vigilant and effective community monitors can reveal mismanagement of public funds and compel government to improve service delivery

3. OUR INSTITUTION

Human Resources and Organisational Development

The Human Resources remained a critical resource for the year. We closed the year with 78 staff, 59 % men and 41 % women. 16 staff (6 of them female) left the organisation while 17 joined (10 of them female). As a follow up to the recommendations from the staff climate survey undertaken and the review of the CSP III of 2010, we carried out a job evaluation, updated job profiles, developed a new organogram, new salary structure aligned to CSP IV aspirations, and implemented staff recognition and reward system. However, the staff turnover rate remained high at 21 %. This was mainly caused by the high demand for development practices, skills and knowledge which ActionAid exposes its staff to; and inadequate internal strategies for staff motivation and retention.

HR/OD function did its best to improve on the ratio of women to men on the staff complement by end of year.

Staff complement by gender – 2011

No	Category	Male	Female	Total
1	Directors	2	3	5
2	Managers	4	1	5
3	Coordinators	11	9	20
4	Officers	19	18	37
5	Support staff	10	1	11
		46	32	78

Key internal trainings undertaken to improve on staff skills, knowledge and impartation of appropriate attitudes for a human rights based programming were participatory methodologies, high value fundraising, finance for non-finance staff, participatory monitoring and evaluation, and proposal development.

A steady decline of the proportion of staff costs to total costs from 27 % in 2009 to 22 % in 2011 led to an increase in programmes expenditures. Therefore, the grants and community inputs increased.

Funding Partnership Development and Sponsorship

The resource mobilisation function was strengthened by consolidating partnership funding and sponsorship. We completed the development of a resource mobilisation strategy for the Affiliate Programme.

Funding by source (before transfer) in £' 000

Income sources	2010	2011	Increase (amounts)	Increase (%)
Regular	2,833	2,830	3	0.1
Partnership – Official	2,070	891	1,179	132.3
Partnership – other	624	1,311	687	-52.4
Other incomes	-	67	67	-
Total	5,527	5,099	428	80.0

Summary of funding by source £' 000

Income by source	2011	2010	Increase	%
Regular (sponsorship)	2,822	2,830	3	0.11
Non-Regular (partnership)	2,694	2,269	425	18.73
Total	5,527	5,099	428	18.84

Partnership funding – non-regular funding: Income from partnership funding increased from £2,269 to £2,694 million between 2010 and 2012 which was 45% of the total income. The function continued to carry out donor intelligence which informed our partnership funding strategy and responses in addition to donor policy influencing work. We shared intelligence reports with International Partnership Development for support and joint action. This led to enhancement in donor relationships with AUSTAID (Canberra and Nairobi), DfID, UNFPA, SIDA, OSIEF, Ford Foundation and OAK Foundation. We strengthened donor and supported education through the use of online presence – ActionAid Facebook page.

To ensure positive influence of our work on donor relations and policies, we actively participated in both national and international fora of policy debates. Within the DfID civil society working groups, AAIU was selected to coordinate the governance consortium that met quarterly to share experiences and draw learning for both civil society partners and DfID. The relationship with UN Women was also deepened through the work of DfID working group on gender. Hence, our work on Gender Based Violence through the Women Rights Centre could then be shared with the UNFPA, DfID, UNICEF and UNDP. The key learnings of our work led to a model to reach out more girls and women. A three year funding contract was signed between DfID and AAIU to support establishment of 5 new centres and continue to support the existing three.

Two fundraising trainings were implemented – which increased the staff capacity to write successful proposals. Nine out of 15 concept notes and proposals were successful. We were successful on four out of five multi-countries proposals that we participated in. To further ensure that we improve our contact management, we regularly updated the projects database, formed a Projects Steering Committee with representations of key staff from each department and strengthened procurement committee functions.

Sponsorships – regular funding: Income from sponsorship increased slightly from £2,830 to £2,833 million between 2010 and 2012 which was 55 % of the total income. There was a drop in the overall sponsorship links by 5.7 % from 19,545 in December 2010 to 18,432 in December 2011

Summary of regular giving links in 2011

Product	c/f January 2011	New links in 2011	Withdrawals	Net links by end of 2011
Child	12,584	1,334	1,706	12,212
Non-child	6,961	6	756	6,211
Total	19,545	13,400	2,462	18,423

We implemented an invigorated child sponsorship strategy to increase supporter retention. A future plan is to transfer links from communities in Kalangala, Mbarara and Kyaka to Amuru, Nwoya and Pader in 2012.

Communications

The function supported the launch of the new global ActionAid website; and ensured that we complied with international standards. The new website revolutionised our campaigning strategy by enhancing the organisation's digital presence. To improve the quality of photographs and writing in our reports, our staff and partners attended a digital photography and writing stories of change training.

Further activities were carried out to bring the media closer to the people and in order to further expose rights violations and abuses. These included media field trips with international celebrities to enhance the linkages between the local, national and international aspects of our work. The unit represented the organisation in a number of media campaigns, and coordinated media component of the "Return our Money" campaign on behalf of the coalition of civil society organisations.

To increase the visibility of the organisation and support our advocacy and campaign agenda, the unit supported the production of IEC materials, publications and brochures, Frontline stories, reports and stories of change. The unit also supported the production of video documentaries and provided news content to broadcasters and media organisations. The unit provided support to ActionAid International with the media coverage of the emergency appeal for the Eastern Africa drought in June 2011 as well as the coordination of African media for the International UN Summit on Climate Change (COP 17).

Information Technology

The Information Technology Unit continued to provide support to all units at national level, with the field offices as well as to our mobile work-stations. A big improvement was the procurement of Dell and Lenovo laptops that came with a three-year warranty. With the arrival of the ESSY cable in Kampala, the internet connectivity with the provider MTN improved. We maintained our connection to Infocom as an emergency backup internet connection.

The unit supported the procurement and installation of a set of six CCTV cameras. The CCTV system has night vision capabilities and can be viewed over the internet.

There has been an increase usage of USB modems by staff especially to support work out of office. At the Kampala office, we continue to have effective cable and Wi-Fi internet and server access. The key challenge this year was a major server crash but all the data was recovered and all processes restored.

Impact Assessment and Shared Learning

The unit provided support in updating both new and old staff, Board members and volunteers with ALPS requirements and need for compliance by all units. The unit also supported the staff usage

of the HIVE – ActionAid’s intranet platform. To sustain our Affiliate Accountability commitments to the other members of the federation and secretariat, we kept a fully updated Alps Tracker.

To strengthen competencies for monitoring and evaluation within the organization the unit facilitated workshops in Participatory Methodologies and M&E training. Also supported by the function was the rolling out of the organisation’s new M&E requirements as well as keeping both staff/ management and board updated on related new developments. The unit provided M&E support to the international secretariat and other member countries in the federation.

Finance

Cost classification for 2011 in %

Costs	Actual 2011	Plan 2011	Actual 2010
Grants and Direct Community Inputs	67	68	64
Staff costs	22	22	23
Office Cost and Service Cost	6	8	8
Transport and Travel Cost	1	2	3
Capital	3	1	2

Income: Our total income increased by 19 % from £5,099 in 2010 to £5,527 in 2011. The global economic crisis which hit many European economies and from which the bulk of our incomes is generated, hindered our income growth. There was an increased collaboration across the teams to develop proposals and run more effective sponsorship programmes.

Expenditure: Our total actual expenditure increased by only 4.1% from £3,795,000 to £3,949,000 between 2010 and 2011. The total actual expenditure was 6.2% lower than planned for 2011 resulting mainly from lower expenditure on staff, and transport and travel costs. However, the actual office and service costs was 190% plan level as a result of drastic increase in the underlying inflation which increased our costs of doing business.

There has been sustained increment of expenditure on grants to partners and direct community over the years. We spent 67% in 2011 as opposed to 64% in 2010 on grants and direct community inputs. We also met the objective of reducing our overhead costs. Our expenditures on staff; office and services; and transport decreased from 23 % to 22%; 8% to 6% in 2011; and 3% to 1 % respectively between 2010 and 2011.

Reserves: The actual level reserves have been built steadily from 2 months to 4.6 months between 2009 and 2011. However, this is above the Key Performance Indicator (KPI) target of between 2 to 4 months. We have planned to reduce the level to 3.4 months by December 2012 to comply with the reserve policy. The high reserve levels resulted from prudent exchange rate management and good contract management which are gradually improving partnership income thereby leveraging sponsorship income.

In the opinion of Sejjaaka, Kaawaase & Company appointed by the Board to audit the organisation for the financial year 2011 indicates that proper books of account have been kept. In addition, that the finance statements give a true and fair statement of affairs of the organisation by 31st December 2011. Three key pages of the external audit report have been appended. Note that the figure in the external audit report excludes the finances of the organisation outside the country.



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7.0 REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF ACTIONAID INTERNATIONAL UGANDA FOR THE YEAR ENDED 31ST DECEMBER 2011

We have audited the accompanying financial Statements of ActionAid International Uganda set out on pages which comprise the statement of financial position as at 31st December 2011, the statement of comprehensive income, statement of changes in accumulated fund and statement of cash flows for the year then ended and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

As stated on page 12, management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards. This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion proper books of account have been kept and the financial statements, which are in agreement therewith, give a true and fair view of the state of financial affairs of the organization as at 31st December 2011 and of its results and cash flows for the year then ended and comply with the Companies Act, Non - Governmental Organizations' Act 2006 (Cap 113) and the International Financial Reporting Standards.

Skill Consulting since 1988



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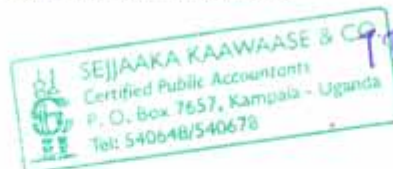
Report on the other Legal and Regulatory Requirements

The Companies Act and the Non - Governmental Organizations' Act 2006 (Cap 113) requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

- We have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit;
- In our opinion proper books of account have been kept by the organization so far as appears from our examination of those books and;
- The organization's financial position and statement of comprehensive income are in agreement with the books of account.

Sejjaaka Kaawaase for

SEJJAAKA, KAAWAASE & CO.
CERTIFIED PUBLIC ACCOUNTANTS



9th May 2012

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P.O.BOX 7657
KAMPALA

Skill Consulting since 1988



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www.russellbedford.com

*ActionAid International Uganda
Financial Statements
For The Year Ended 31st December 2011*

8.0 STATEMENT OF COMPREHENSIVE INCOME

	Notes	2011 Shs '000	2010 Shs '000
INCOME			
Local income	13	1,628,829	1,953,812
ActionAid International - UK Remittances	14	14,678,484	12,237,208
Total income		16,307,313	14,191,020
EXPENDITURE			
Personnel / Staff costs	15	3,292,960	2,951,803
Office costs	16	870,533	879,977
Travel and Transport costs	17	225,091	344,452
Service costs	18	312,722	169,745
Capital costs	19	578,553	482,086
Direct Programme costs	20	11,290,917	8,211,551
Realized Exchange (Gains)		(141,363)	(115,648)
Total Expenditure		(16,429,413)	(12,923,966)
(Deficit) / Surplus		(122,100)	1,267,054

The accounting policies and notes on pages 19 to 28 form an integral part of these financial statements.
Report of the auditors – pages 13 to 14.

SK&CO.
Sajjaka, Kannyasa & Co.



Correspondent Firm of Russell Bedford International

ActionAid International Uganda
Financial Statements
For The Year Ended 31st December 2011

9.0 STATEMENT OF FINANCIAL POSITION

	Notes	2011 Shs'000	2010 Shs'000
ASSETS			
Non – Current Assets			
Property and Equipment	21	715,349	840,964
Prepaid Operating Lease Rentals	22	92,756	94,817
		808,105	935,781
Current Assets			
Accounts Receivable	23	912,061	699,422
Bank Balances	24	2,807,947	1,852,837
		3,720,008	2,552,259
Total assets		4,528,113	3,488,040
EQUITY AND LIABILITIES			
Revaluation reserve	25	242,933	514,508
Accumulated surplus		2,082,716	1,933,241
		2,325,649	2,447,749
Current Liabilities			
Accounts Payable	26	2,202,464	1,040,291
Total Current Liabilities		2,202,464	1,040,291
Total Liabilities		2,202,464	1,040,291
Total Equity and Liabilities		4,528,113	3,488,040

Programme Management approved the financial statements on pages 15 to 28 on 14/04/2012 and signed on its behalf by:-



The accounting policies and notes on pages 19 to 28 form an integral part of these financial statements.
Report of the auditors – pages 13 to 14.

SK&CO.
Sejvarika, Kwavwase & Co.



Correspondent Firm of Russell Bedford International

Internal Audit

Internal audit completed all its planned schedules of audit of our head office units, field offices and implementing partners. All the 61 audits carried out were risk based including building staff, management and board capacity in risk management. Audit also supported partners to appreciate the risk management approach.

The audit unit convened four audit management committee meetings where all the audit reports were discussed and units or partners with accountability issues actions were taken against them. The unit also made summary audit reports to finance and audit committee of the National Board four times during the year.

The unit coordinated both the international and the external audit. ActionAid International Uganda did not get any qualified audit.

The unit developed an audit query matrix to monitor the status of the implementing recommendations for follow up of audit queries. This has been uploaded onto the HIVE for every staff to access and use.

National Governance Board

The national governance Board continued to grow in strength. Newly elected board members and the old members underwent an orientation induction exercise and refresher exercise respectively organised and fully managed by the Affiliate staff without external support for the first time. The aim was to ensure that all members are abreast with the expectations on them, the execution of their mandate, roles and responsibilities. The Board underwent a tailor made board development capacity building programme in fundraising to which a former Grants Manager to ActionAid International Uganda was the main facilitator. In total, we currently have a board membership of 11 members, comprising of 7 women and 4 men. The General Assembly membership in the year comprised of 40 members in line with the Constitutional stipulation.

The Board and its sub-committees held all the scheduled meetings – providing all the required support to management. Members of the Board participated in different programme activities. In June, the General Assembly successfully convened to review and approve the new Country Strategy Paper IV - Embracing Rights! Improving Lives! (2012 -2017) launched in December 2011.

The National Board continued to play its international roles – by taking part in the international General Assembly and a board representative took part in the Initiatives to Strengthen Governance (ISG).

Board Members

Mr. James Otto, Chairperson: Experienced human rights activist and founder member of Human Rights Focus (HURIFO), an NGO based in Gulu. He has taken lead in uncovering several human rights abuses.

Ms Mary Kusambiza, Vice Chairperson: Legal practitioner, private consultant. Expertise in legal development and management particularly women's right, advocacy and access to justice, founding member of FIDA, Board member of World Vision, formerly CEO of Windle Trust and FIDA.

Edna Isimbwa Rugumayo, Treasurer: Member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Certified Public Accountants of Uganda (ICPAU). Currently Assistant Commissioner Finance in URA.

Ms. Judy Kamanyi: Social Development and Governance Consultant. Holds a MA in Peace and Justice from University of San Diego. Previously Executive Secretary of Action for Development (ACFODE) and Chair of MS Uganda's Advisory Council.

Evelyn Mugenyi: Previously Revenue Manager of the New Vision and Project Accountant and Administrator of Uganda Media Centre.

Ms. Caroline Ekobu: Holds an MA in Social Sector Planning and Management, Makerere University. Head of Programmes with Church of Uganda Teso Dioceses Planning and Development Office, (COU-TEDDO). Served on school education boards.

Mr. Deo Yiga: Holds a B.A. in Social Work and Social Administration, an M.A. in Social Sector Planning and Management, and an M.Sc. in Development Management with a Post Graduate Diploma in Children's Rights/Youth and Development. He is currently the Executive Director ANNPCAN Uganda Chapter, which is the leading child protection and child rights advocacy non-governmental agency in Uganda.

Frank Nigel Othembi: Holds masters in Business Administration and a master of laws. Is the current Secretary/CEO of the Uganda Law Reform Commission. He has experience of the Uganda judicial system having worked with the Judicial Service Commission and also as magistrate.

Dr. Consolata Kabonesa: Is a lecturer at Masters and PHD level of Makerere University in Advanced Gender Research Methodology. She boasts of over 16 years of specialized experience in women and gender programming, human and community, gender training and research.

Prof. Jassy B Kwesiga: Holds a PhD in Adult Education, an MA in education and Bsc. Economics majoring in Political science in his final year in addition to holding Certificates in Distance Education, Management for Development. He is a member of several NGO boards and Councils in Uganda and the East Africa Region at large.

Anne Jellema: Is the AAI representative on the AAIU board. At the time of her appointment to the AAIU Board in June 2010 she was holding the position of International Director responsible for Policy and Campaigns, based in Johannesburg.

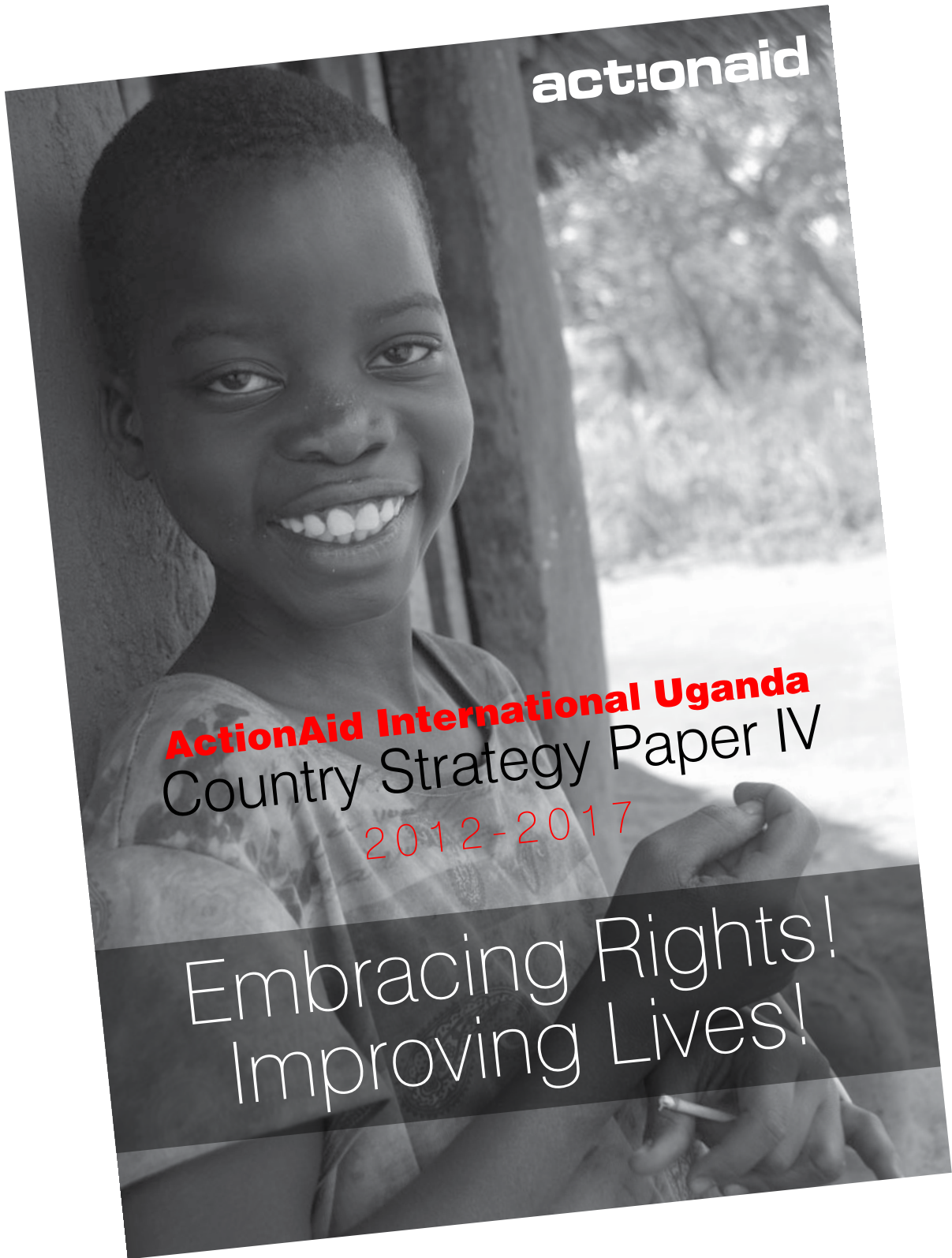
4. APPENDICES

ACTIONAID INTERNATIONAL UGANDA PARTNERS

No.	Name of Partner	Value of funding 2011	
		Shs (000)	£
	Category One: Representative Structures of the Poor and Excluded People and Right Holders		
1	Yiga Ng'okola Folk Institute (YNO)	160,000	53,333
2	Kijunjubwa Rural Development Association (KIRUDA)	30,000	10,000
3	Mutunda United Rural Development Association (MURDA)	28,000	9,333
4	Vision for Rural Development Initiative (VIRUDI)	30,000	10,000
5	Baina Omugisa Integrated Development Organization (BOMIDO)	40,000	13,333
6	Forum for Community Transformation	40,000	13,333
7	Gwokeber	40,000	13,333
8	Aweiwot	10,000	3,333
9	Campaign Against Domenstic Violence in communities (CADOVIC)	15,000	5,000
10	PASUD	15,000	5,000
11	MERUDA	9,000	3,000
12	Teso Student Development Association (TESDA)	50,000	16,667
13	Koena Aipeicitoi Farmers Association (KAFA)	30,134	10,045
14	Ongino STAR Organization (OSTARO)	22,164	7,388
15	Malera STAR Initiative for Rural Development (MASIRUDE)	19,778	6,593
16	Ongino West STAR Community Organization (OWESCO)	19,646	6,549
17	NACWOLA Kumi	28,915	9,638
18	National Community of Women Living with HIV/AIDS NACWOLA PALLISA	38,500	12,833
19	Gogonyo REFLECT Development Organisation	40,000	13,333
20	Buseta REFLECT Development Organisation (BUREDO)	40,000	13,333
21	Naboa REFLECT Development Organisation (NAREDO)	40,000	13,333
22	Nyapea Safe Motherhood, Child Care Association (NSMCCA)	30,000	10,000
23	MUNGUJAKISA NYANDIMA (REFLECT Circle)	15,000	5,000
24	APALALA Womens group (REFLECT Circle)	15,000	5,000
25	Pacego Women's Club (PWC)	30,000	10,000

26	Nsinze Subcounty HIV/AIDS Workers Association (NSHAWA)	35,000	11,667
27	Tuban Organic Farmers Association (TOFA)	38,795	12,932
28	Benet Lobby Group	22,810	7,603
29	Kapchorwa /Bukwo Human Rights Organization (formally called KAPA)	33,011	11,004
30	Kapchorwa/Bukwo Women in Peace Initiative (KWIPI)	42,670	14,223
31	Makerere Women Development Association (MAWDA)	15,000	5,000
32	Tusitukirewamu Group	15,000	5,000
33	WIDCCOM	20,000	6,667
34	Nakaseta Initiative For Adult Education and Development (NIFEAD)	10,000	3,333
35	Parents Associations (30 groups)	12,500	4,167
36	Kalangala District Education Forum (KADEFO)	30,000	10,000
37	Kalangala Forum of People Living with HIV/AIDS Network (KAFOPHAN)	30,000	10,000
38	Kalangala Community Radio	36,069	12,023
39	Toroma Partnership Project (TPP)	30,000	10,000
40	Kapujan Subcounty Development Association (KASDA)	50,000	16,667
41	Ngariam Subcounty Development Association (NSCDA)	30,000	10,000
42	Family Life Survival (FALISU)	30,000	10,000
43	Omodoi Parents Association School Steering Committee	30,000	10,000
		1,346,992	448,997
	Category Two: District Networks		
44	Mid West Regional Anti-corruption coalition (MIRAC)	50,000	16,667
45	Teso Regional Anti corruption coalition (TRACC)	84,039	28,013
46	Rwenzori Regional Anti-corruption coalition (RRACC)	100,000	33,333
47	Koboko Civil Society Network (KOCISONET)	130,000	43,333
48	Association for World Education (AWE)	160,000	53,333
49	Recreation and Development For Peace-U (RDPU)	120,000	40,000
50	Masindi District NGO Forum (MDNF)	150,000	50,000
51	Iganga Civil Society Network(ICSN)	130,000	43,333
52	NGO Link Forum Apac	130,000	43,333
53	Masindi Seed Production Association (MSPA)	70,000	23,333
54	MAYANK Anti Corruption Coalition (MACCO)	50,000	16,667
55	Masindi District Education Network (MADEN)	40,000	13,333
56	People Living with HIV/AIDS Role Model Group (PLWHARMG)	15,000	5,000
57	Nebbi District NGO Forum (NDNGOF)	40,000	13,333
		1,269,039	423,013

	Category Three: National Networks		
58	Council of Economic Empowerment for Women of Africa Uganda Chapter (CEEWA)	80,000	26,667
59	Development Network of Indigenous Voluntary Organizations (DENIVA)	120,000	40,000
60	Community Development Resource Network (CDRN)	90,000	30,000
61	Uganda National Students Association (UNSA)	80,000	26,667
62	Human Rights Network (HURINET)	30,000	10,000
63	Development Alternative Initiatives (DELTA)	60,000	20,000
64	Anti Corruption Coalition Uganda (ACCU)	200,000	66,667
65	International Anti Corruption Theatrical Movement (IACTM) kampala Bativa Hotel	130,000	43,333
66	Consumer Education Trust (CONSENT)	70,000	23,333
67	African Centre for Trade and Development (ACTADE)	80,000	26,667
68	Uganda National Association for the Deaf	400,000	133,333
69	CSO Coalition on Gas and Oil	8,000	2,667
70	Civil Society Budget Advocacy Group (CSBAG)	12,000	4,000
71	Coalition for Uganda Private Schools Teachers Association (COUPSTA)	70,000	23,333
	SUB TOTAL	1,430,000	476,667
		4,046,031	1,348,677



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ActionAid International Uganda
Country Strategy Paper IV
2012-2017

Embracing Rights!
Improving Lives!



ActionAid in Uganda 1982 - 2012

ActionAid International Uganda (AAIU) marks its 30 Year Anniversary working for humanity having started operations in Uganda in 1982. Join us as we trace our history, document our experiences and recommit to remain steadfast in the quest to transform the condition and position of poor women, men and children in the quest to realize a world without poverty and injustice, in which every person enjoys the right to a life with dignity.

ActionAid is an international anti-poverty agency working in over 40 countries, taking sides with poor people to end poverty and injustice together.

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