

# Annual Report

2016



**“I want to see ActionAid Uganda up there - shining in glory, in its own home, with a new Country Strategy which will address issues around poverty in its totality”**

*James' hope for ActionAid Uganda.*

**RIP**

## Celebrating the Life of Mr. James AA Otto - A Tribute from ActionAid

I am in mourning with my brother James Otto's family, friends, AAU and International family. Shocking news for me and all of us. I had the joy of meeting and working with Bwana James previously, as we advanced the governance work of our federation. He had such clarity of thought, deep politics for the poor and justice, and an unwavering and daring stance on doing what needs to be done in our organisation. When we threw tantrums on injustice, he would say, okay now what should we do about this. He brought us back to reality that its not enough to continue analysing without acting. How words and his works will inspire our walk and water our efforts of courage. May His Soul Rest in Perpetual Peace. - **Nyaradzayi Gumbonzvanda; Chief Executive, Rozaria Memorial Trust.**

With great sadness I convey our condolences to all of you and to James' family. James has been such a great leader, comrade and friend. He has guided and supported me on several occasions and shaped my views about human rights and resistance. My thoughts are with James' family and with AA Uganda team and board. In solidarity - **Adriano Campolina-ActionAid International CEO**

This is very sad and tragic . The late James Otto contributed tremendously to ActionAid and was very instrumental at the national and international level. He was highly valued at both levels. We are going to miss him a lot. May the Almighty God give courage to the family. May the lord rest his soul in eternal peace - **Dr Consolata Kabonesa- Chairperson of AAU Governing Board]**

### Let James Continue Living

One way in which we can keep James alive in our midst is to follow what he stood for. James not only taught us the power of action, but he also taught us the power of ideas; the importance of reason and arguments and not might. He taught us about the need to listen, not only to those you agree but also those you don't agree with. He was an accommodative, tolerant but principled and firm man.

JB Kwesiga, a member of the ActionAid Uganda Governing board remembers James as a gentleman who fought many human rights related "battles", some of them ending up in courts. Despite the "battles", he did not give up. In fact the battles made him more determined to fight on.

James' dream for ActionAid Uganda was that it grows in its stature as a locally rooted, nationally, regionally as well as globally connected organisation. He fully understood that the injustice of poverty couldn't be fought from only one location. He dreamed of an ActionAid Uganda that is financially sustainable, credible and relevant to the needs of people living in poverty and facing injustices.

It is this dream that should give us the driving conviction to keep James amidst us even when he is physically not with us. For ActionAiders and other Ugandans reading this, James' passing is rightly a time of mourning, but also a time to celebrate his life as well as to recommit to his dedicated service to institutional building as well as social justice.

After James, our father, our comrade and friend is finally laid to rest, we must search for the strength to keep doing that which would make him rest in peace. What a magnificent person James was! We will miss him deeply but believe and pray that God will receive him in His mercy having been a true believer in his life time.

May his soul rest in peace.

# Our Identity

## Our Vision

A just, equitable and sustainable world in which every person enjoys the right to a life of dignity, freedom from poverty and all forms of oppression

## Our Mission

To achieve social justice, gender equality, and poverty eradication by working with people living in poverty and exclusion, their communities, people's organisations, activists, social movements and supporters

## 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 ensure the realisation of our vision for everyone, irrespective of gender, sexual orientation and gender identity, race, ethnicity, caste, class, age, HIV status, disability, location and religion

**Integrity**, requiring us to be honest, transparent and accountable at all levels for the effectiveness of our actions and our use of resources and open in our judgements and communications with others

**Solidarity with people living in poverty and exclusion** will be the only bias in our commitment to the fight against poverty, injustice, and gender inequality

**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, injustice, and gender inequality

**Independence** from any religious or party-political affiliation

**Humility**, recognising that we are part of a wider alliance against poverty and injustice

## Our theory of change

Social justice, gender equality and poverty eradication are achieved through purposeful individual and collective action to shift unequal and unjust power, whether it is hidden, visible or invisible, from the household level to local, national and international levels. Empowerment of people living in poverty and exclusion is crucial. Active and organised people develop and drive change; which will transform power when led primarily by those who are directly affected, and by individuals committed to deepening democracy and achieving social justice.

# Table of Contents

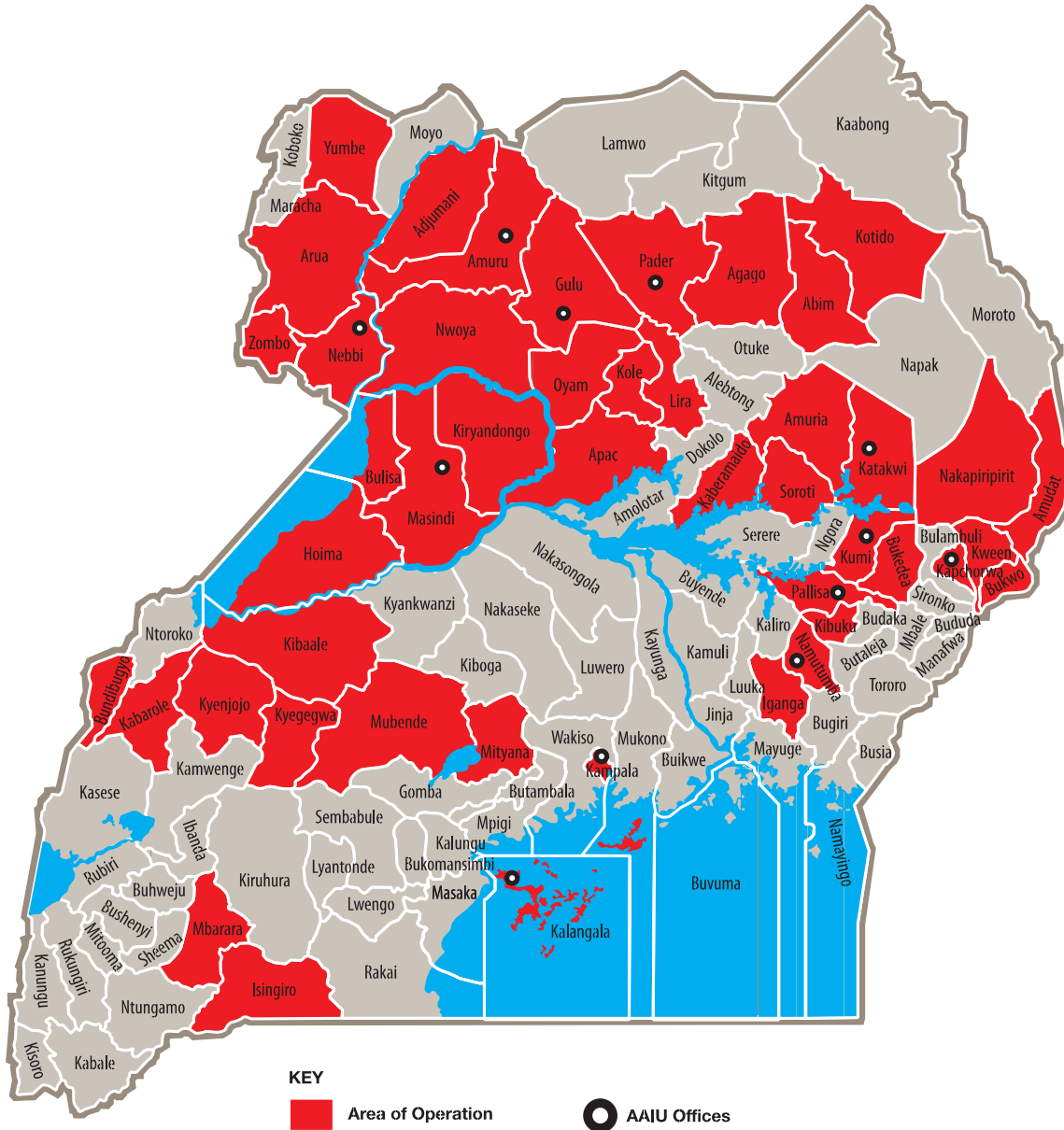
Our Identity.....	iii
Table of Contents.....	iv
Programme Performance for 2016.....	v
Map showing Areas where we work .....	vi
Foreword from Board Chairperson.....	vii
Introduction .....	1
The Gains of 2016 .....	2
Women Rights and Gender Equality .....	2
Sustainable Livelihoods.....	11
Participatory Democracy and Governance.....	22
Key 2016 Institutional Developments .....	32
Human Resources and Organisational Effectiveness Performance .....	33
Strategy Development Process .....	37
Fundraising .....	38
Internal Audit .....	39
Finance Performance .....	40
Extracts of External Audit.....	43
Corporate Governance .....	46
Conclusion and looking into 2017 .....	48
Supporters, Donors and Partners .....	50
Implementing Partners .....	51



# Programme Performance for 2016



# Map showing Areas where we work



## Foreword from Board Chairperson

A heartily welcome to share in our experiences, accomplishments, successes and challenges in delivering our 2016 promise. In 2016, we continued to work and stand in solidarity with people living in the margins and seeking social justice. Institutionally, we committed to strengthening fundraising and the quality of programs delivered to the people living in poverty. We have many accomplishments to be proud of and to celebrate in 2016.

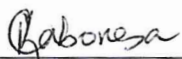
We celebrate successful rollout of the change management plan that resulted from the organizational efficiency assessment in 2015 and subsequent restructuring exercise. This has presented great opportunities for the organization to optimize resource use. We invested energies in supporting the development of ActionAid International Global Strategy and also commenced the development of our country strategy that will be completed early in 2017 and presented to the AAU General Assembly for approval in May 2017.

In this 2016 Annual Report, we recount gains made in addressing gender based violence impacting 51,555 women, youth and girls. We supported 1,631 women affected by land rights violations. ActionAid Uganda was part of the organization's that reinforced women efforts to demand for accountability, information and respect of women's land rights on Mt. Kilimanjaro and the mass assembly in Arusha. We helped 18,716 women and small holder farmers to secure livelihoods, savings and access to credit for better enterprises. Building on work from the previous years, we continued to build citizen's agency to demand for good governance and accountability through innovative ways like ipaid-a-bribe platform; and successfully supported the development and signing of a global Civic Charter that seeks to promote and protect civic space and advance people's participation.

As we move into 2017, we would like to appreciate the women, youth, children, small holder farmers and their organizations that we have worked with. I thank our donors, sponsors and funding affiliates for the financial support that has enabled ActionAid Uganda to achieve a lot in advancing our mission of promoting social justice. I thank management and staff at the frontline for their priceless contribution to humanity and advancing our mission in fighting poverty and injustice, through this great organisation. And finally to my colleagues on the board for their priceless contribution to the oversight without which ActionAid Uganda wouldn't be the organisation that it is.

Sadly, we note the loss of an ActionAid pillar in Uganda and globally in the person of James Otto who passed on in September 2016. We honor his immense contribution to the growth of ActionAid and advocating for the cause of social justice in Uganda.

On behalf of management and board, it's my gratitude that I welcome you in solidarity to celebrate our success in 2016 and plan for advancing of social justice in 2017.



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 across Africa, Asia, the Americas and in Europe. In Uganda, our work reaches 45 districts and we have physical offices in 12 districts. ActionAid is registered under the laws of Uganda with a local governing Board comprising 11 members (6 women and 5 men) and a General Assembly that sits annually. In 2016, AAU's work was supported by 120 dedicated staff.

The year 2016 was the second last year for the implementation of our fourth Country Strategy Paper (CSPIV) titled 'Embracing Rights! Improving Lives!'. We made tremendous efforts in our work building on the recommendations of the mid-term review of our strategy and the organisational efficiency assessment conducted in 2015. We continued to invest in staff development, systems and processes in a bid to strengthen accountability, quality programming and institutional growth.



Photo: Fredrick Kawooya / AAU

*Benet women demanding for respect and fulfillment of their land rights'*



## The Gains of 2016

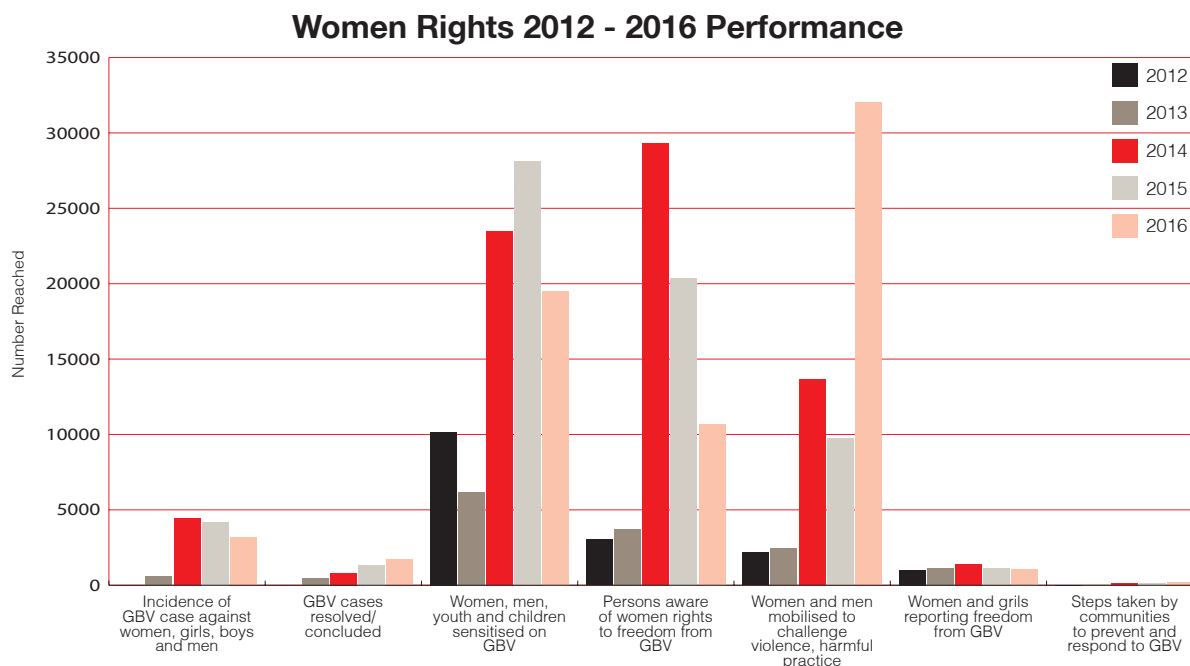


*Women attending a village SACCO meeting in Kumi. SACCOs have become an important part of our economic empowerment interventions for women*

## Women Rights and Gender Equality

Advancing women's rights and gender equality is key to enabling realisation of the global Sustainable Development Goals (SDGs). Poverty, gender based violence and social injustice are engendered due to patriarchy, traditional, and religious attitudes combined with social and cultural norms that insubordinate girls and women to boys and men. Advancing women's rights and gender equality continues to be strategic with our commitment to support 40,000 women and 7,000 girls in Uganda to claim and defend their right

to; sexual and reproductive health, freedom from violence and control over their lives and productive resources by 2017. Our performance of women rights and gender equality work is summarized below.



## Gains in Addressing Gender Based Violence

In light of the commitment, AAU in 2016 continued provide integrated services to gender based violence survivors in 10 Women protection centres in Uganda for over 3181 women, girls and boys. We conclusively resolved 1717 cases through alternative dispute resolution (ADR) and courts of law. There's a reduction in the incidences of GBV cases reported in 2016 and a great improvement in the number of cases resolved and concluded as indicated in the graph above. As a result of home visits and follow-ups conducted, 1,069 women and girls reported living peacefully and free from GBV out of the 3,181 cases reported in 2016.

We also reached 19,517 women, men, youth and children through sensitization and mobilized 33,920 women and girls to challenge harmful traditional practices including early and forced marriage; female genital mutilation, and widow inheritance.

There are 750 Male champions (including chairpersons of the boda-boda associations, youth leaders, opinion leaders, local council chairpersons, cultural and religious leaders) championing GBV prevention and response through changing attitudes of fellow men and the communities. The religious and cultural leaders in Gulu have formed mediation committees at *Ker-Kwaro-Acholi* to respond to and prevent GBV. Working with MFUMI in Mbarara, the Muslim supreme council to establish a family court and family court committee composed of 7 members who are adjudicating on gender based violence cases according to the sharia laws. Further in Gulu district, AAU working with the Gulu district administration passed a Gulu District Alcohol Ordinance (2016) to regulate the consumption of alcohol and combat GBV.



## Stories of Change

### Stella finally enjoys her freedom from GBV

Stella, a 38 years old resident of Nsumbi Nansana finally enjoys her freedom from violence after 2 years of constant battering as she narrates her ordeal.

*I cohabited with my partner for five years and are blessed with two daughters. We lived happily until 2014, when my partner began mistreating me and the children after intimating to him about having another woman. He started beating me on a daily basis and never talked to me unless I initiated a conversation which normally would not end well. He destroyed the main entrance to our house leaving me and the children at risk of being attacked by thieves. Even with full knowledge that I had no job, he never provided for us. I struggled and took on odd jobs just to make ends meet but could not feed the three of us. In August 2016 after he had brutally beaten me, I decided to report the matter at Nansana police station where I made a statement and was given a police form 3 to go for medical examination but had no money to pay for it. The police officer advised me to go to ActionAid Bwaise shelter and register a case of domestic violence. I was supported to fill the police form 3 and he was arrested and detained for three days. AAU supported me with medical treatment, information about my rights and mediations that were held at Nansana police. He committed to end violence and provide maintenance for the children. Today I am a happy mother with a lot of freedom from violence. He has changed his attitude towards me and the children and life is much better". Narrates Stella.*

Stella returned to Bwaise GBV shelter in October 2016 expressing her gratitude to AAU and partner for the support and testified about the change in her husband.



Photo: Florence Akol / AAU



**Stella, her husband and one of the witnesses at Nansana police station in a mediation session which changed the life of her family.**

## Championing Regional Special Sessions to Adjudicate on GBV Cases

With a case backlog for GBV cases, AAU in collaboration with FIDA and UNFPA ran GBV specialized court sessions in four regions of Acholi, Lango, Teso and Karamoja to extend justice to GBV survivors. This resulted in cases that have insufficient evidence to equally get addressed rather than being dismissed as had been the norm. A taskforce to support the regional intervention was established with representation from the JLOS, civil society organizations and the media committed to support roll out into the sub-regions. The Chief Registrar committed himself to support the regional court and an induction meeting with representation from the three regions of Acholi/ Lango (Gulu), Teso (Amuria) and in Karamoja (Moroto). The Uganda Law Reform Commission committed to lead the process and presentation of the draft guidelines on Voire dire and standard operating procedures to the taskforce.



Photo: Benjamin Tukei / AAU

*A police officer seeking clarity during training on forensic evidence collection in Soroti. AAU seeks to improve capacity of stakeholders in the GBV referral pathway to effectively manage GBV cases.*

## Girls Continue to Challenging Harmful Traditional Practices

ActionAid Uganda empowered children to challenge harmful traditional practices in Eastern Uganda by establishing children rights clubs in 47 schools that are disseminating GBV messages. AAU has also worked with the family and child protection unit of the Uganda Police at different police stations, head teachers and the District Education Officers to strengthen operational referral mechanism in addressing violence against children, that has resulted to the girls increasingly reporting cases of abuse. ActionAid supported Amudat District Local Council to pass an Ordinance on child protection that was launched at the climax to commemorate the day of the African Child in June 2016 by the European Union Ambassador to Uganda.



ActionAid in collaboration with the women's movement and other CSOs organised a *girl rise* conference in commemoration of the international day of the girl child. Over 900 students from different schools attended the conference and presented a memorandum of key issues affecting them including sanitation in schools and the girl child education among others. The girls committed to championing the campaign against FGM in their schools and communities "despite being referred to as old women". *"If it wasn't for ActionAid paying my school fees my parents would have married me off"* says a student from Pokot S.S. Kapchorwa.



Photo: Annet Namambwe / AAU



Photo: Annet Namambwe / AAU

**Girls from Pokot SS reciting a poem during the conference. The girls in a group photo after the conference. AAU works with girls to enable them claim and defend their rights.**

## Government Endorses Action Plan on the Elimination of Gender Based Violence

AAU together with the GBV taskforce and Ministry of Gender Labour and Social Development (MGLSD) and held a national dialogue on quality medical-legal services for GBV survivors attended by 200 participants. ActionAid Uganda amplified the voice of GBV survivors through sharing a documentary on the medical-legal experiences in handling GBV survivors at the shelters. In her official address to dialogue, the State Minister for Gender and Culture, announced that government passed the national gender policy and national action plan to eliminate gender based violence (2016-2021) which will be used as a yard stick for accountability for different actors.

## Recognizing and Redistributing the Burden of Unpaid Care

AAU continued to support the national level public debates on recognition and redistribution of the burden of unpaid care work on women and girls in Uganda. We reached out to 238,158 women and men through reflection action groups and the “boda boda” cyclists are supporting their wives through division of labour in attending to house core and have appreciated and recognized the burden of work that women shoulder. During the 3<sup>rd</sup> national women’s week, AAU hosted a side event on the recognition, reduction and redistribution within national statistics attended by 69 participants. During this workshop the representative from the Uganda National Bureau of Statistics committed to work with CSOs in ensuring that unpaid care work by women and girls is recognized in national statistics as contributing to the national gross domestic product.

## Women Economic Empowerment

Women’s economic empowerment breaks the barriers that expose women to GBV. Through provision of entrepreneurial skills; start up capital and GBV survivor group savings, the survivors have secured livelihoods. In Kween, Kapchorwa and Mubende district women have joined different VSLAs’ obtained loans that have contributed to construction of their own houses, land purchase and paying school fees. However, while economic empowerment decreases on men economic dependence by women, it has in some instances exposed women to violence arising from disputes on sharing proceeds especially from sale of agricultural produce.

*“We planted and harvested 50 bags of maize and kept it for sale. My husband sold all the 50 bags secretly. He earned approximately 4 million Uganda shillings which he used to marry another woman. I did not even get a coin from the sale”; says one of the women at Mubende women protection centre.*



Photo: Mary Achom / AAU

**Kokop weeding maize in her garden**



## Nabukenya living happily with her family

Nabukenya Margret is a widow living in Bulyamagunju, Myanzi subcounty in Mudende district. When her husband passed away, her in-laws evicted her from the land she had jointly bought with her husband. She reported the matter to Mubende women protection centre and her relatives were invited for mediation which they declined. AAU supported her with 1,500,000 shilling to start up a small business, selling agricultural produce.



Photo: Catherine Tusime / AAU

**Nabukenya narrates the changes she has experienced from the business enterprise.**

*“My produce business has supported me and my family in many ways. I have managed to buy a motorcycle which supports me in my business and my domestic work at home. I can afford to pay school fees for my children. I have also regained my land and I am living happily with my children free from beating and harassment”. “ActionAid wiped away my tears; I used to cry everyday but since they started supporting me am happy and I said no more tears.”*

## Upholding Womens Land Rights

Agriculture remains central to Uganda’s economy with land as a major productive asset. Women provide 70% agricultural labor. AAU Charter on women’s rights to land and livelihood (2015) still remains a strong advocacy tool for women’s land rights. In 2016, we increased awareness on land rights specifically on the Free Prior and Informed Consent Principles reaching 684 people (352 females, 8 youth and 332 males) in Amuru and Nwoya. The women formed a Northern Uganda women land rights platform to engage with land related policy and legislation/ decisions and work in solidarity with other land rights women movements, on land rights issues at community, regional and national level. The women land rights demands were popularized into the National Charter on Women’s rights to land and livelihoods that was symbolically passed over to the Northern Uganda politicians at Fort Patiko for their action on Heroes Day 2016. Also the community leaders in Amuru and Nwoya influenced their district councils to fast track

enactment of the Gender Based Violence and land rights Ordinance to curb rampant violence against women and girls including property rights violations. In Bukwo, Cherotich Juliet and Chebet Banis told the team the benefits from controlling land and remarked

*“women in Bukwo solely depended on their husbands for decisions on land use and control. We are members of coffee farmers’ group who benefited from the women’s land rights training in 2015 that targeted women, their husbands and leaders. We are being supported by our husbands to make decisions concerning land use. This year Juliet advised her husband to plant onions on our 4 acre land and he accepted. If all goes well, she expects that we will be able to earn 20,000,000 shillings which will enable us to complete our 5 roomed permanent house. These women are a representation of at least thirty other women in their group”.*

Similarly, we supported women with disabilities through the Gulu Women with Disabilities Union to hold a consultative meeting about their rights attended by 39 people (32 women and 7 men). Also from 2 district dialogue meetings conducted in Amuru district, 58 participants (17 women and 41 men) committed to support women with disabilities access land that had been taken from them. The Chairperson LC III Lamogi sub county Amuru district,

*“In my sub county the, bigger land issues among clans have reduced but land issues affecting women with disabilities, widows and children have intensified we must put more effort to address the land problem affecting these women”. There is need for the council to pass a resolution in order to safe guard the women’s land rights especially for women with disabilities in the district and sub county”.*

## Land Regained- Life Rejuvenated.

Mrs. Kokop is a 60 year old mother of 5 children and resident of Bukwo district. Her husband sold their land without her knowledge or consent. When she went to the garden, she was shocked to find someone installing poles in their land. The person ordered her to get off his land since he had purchased it. She was heart-broken because that land was her sole source of survival. She reported the matter to her village local council one chairman. The chairperson referred her to the GBV shelter.

When she registered her complaint at the shelter, her husband and the buyer of the land were invited for mediations twice but they did not show up. A notice of intention to sue was then issued to them which prompted them to report to the shelter where they stated that they were willing to settle the matter out of court. The buyer and seller signed a memorandum on the return of the land to the family and committed to refund the buyer in two months. Kokop refunded the land buyer and in turn she was able to regain her land. Mrs. Kokop was all smiles as she harvested her beans and had this to say, *“This land had gone! How can I ever repay ActionAid for helping me regain this land?”*

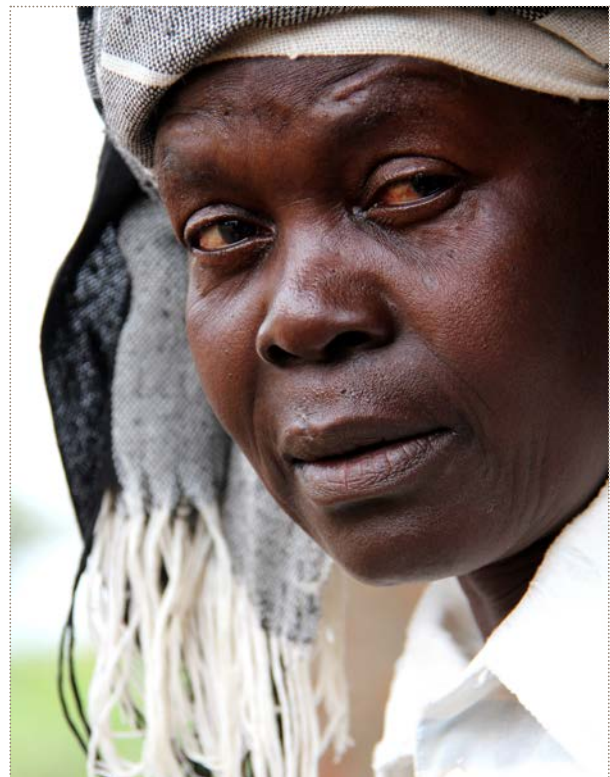






Photo: David Asubu / AAU

## Lessons

- Inadequate knowledge of legislations and policy on GBV exposes women to violence. Need for translation of national legislations and policies on SGBV into different local languages for dissemination and use.
- Land conflict management has been interlinked to violence against women. AAU's mediation processes need to continue integrating a referral approach to service delivery in handling land matters as this can provide lasting solutions to land conflicts.

## Challenges

- Strong patriarchal tendencies that have kept women and girls enslaved and excluded from enjoying social justice. The strongly rooted socio-cultural norms and values increases GBV within the communities including female genital mutilation; child marriage and teenage pregnancies.
- Men in some communities still strongly shun community sensitization meetings on women rights thus strongly rejecting the positive efforts of the women empowerment discourse.
- The Land question in Amuru, Nwoya and many parts of Uganda remains very contentious and many women and men that have come out to challenge the land status quo have been alienated in these communities.

## Going forward 2017

- In 2017, we will work to address the inequalities that expose the women and girls to injustice by investing in strengthening coordination of the women's movement and referral pathway to support GBV survivors.
- Strongly engage men and policy makers in recognizing and redistributing the burden of care to enable them find time for livelihoods and income generation.
- Invest in addressing the invisible and hidden power of different cultural and religious institutions and lobby for increased budgetary allocation for implementation of the National Action Plan and policy on eliminating gender inequality.

## Sustainable Livelihoods



Photo: Steven Ojumbo / AAU

**Women in Kapchorwa laying pipes for drip irrigation to mitigate against drought and guarantee higher production**

### Gains in Securing Sustainable Livelihoods

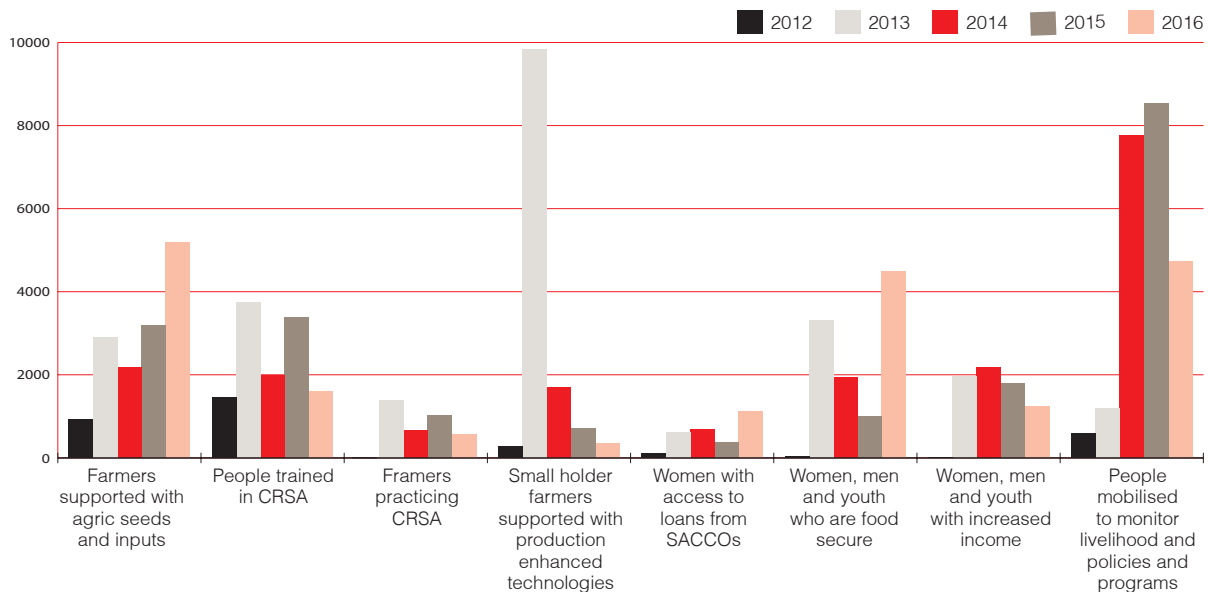
Securing Sustainable livelihoods is a key element of our poverty response agenda. It builds from our understanding that vulnerabilities undermine the realization of human rights. We committed in our country strategy to promote alternatives to secure the right to better and sustainable livelihoods for 11,000 people living in extreme vulnerabilities in 2016.

Despite its critical importance in securing sustainable livelihoods of the rural population especially women and its potential to combat poverty, agriculture has been under severe threat in 2016. Production was severely reduced by drought across the country. The problem was compounded by weak agricultural extension characterized by input distribution that is not accompanied by appropriate extension education, contextualized research and mechanization. Women's right to land and productive resources are not guaranteed by the existing policy regimes. This is worsened by unregulated corporate land based investments that undermine principles of free, prior and informed consent of land transfers. This has

fuelled land conflicts as a result of land grabbing. It is important to note that 2016 has been characterized by national and local level political processes in which many farmers and groups of farmers have participated within different seasons of the year and in a way impacting on the nature of delivery of the livelihoods promises.

In 2016, AAU livelihoods program made contributions in addressing the challenges of vulnerable communities of smallholder farmers at community, national, regional and international level. Below are highlights of the progress, achievements, challenges and lessons learnt.

### Sustainable Livelihoods 2012 - 2016 performance



### Improving ecological production practices and resilience to climate change through Climate Resilient Sustainable Agriculture (CRSA)

ActionAid was able to build the capacity of 5,000 more farmers in CRSA out of which 3,621 are now practicing Climate Resilient Sustainable Agriculture with skills and knowledge acquired from the trainings. The approach was enhanced through the FAO Farmer field school model in Pallisa to enhance the capacity of reflect smallholder farmers to apply Agro Ecological System Analysis to support CRSA practices. In order to narrow the extension gap that exist, 34 farmer field school trainers were trained and now scaling up the approach in Pallisa, Kibuku and Budaka Districts.

An additional 63 women smallholder farmers in Teso sub region (Toroma and Ongino Sub County) have been able to use weather information from automated weather centres to prepare their land for timely planting. According to Valdo Odeke, the Kumi, District Agricultural Officer, information from the weather centre has helped more farmers in the communities to prepare themselves better for timely land opening and planting in 2016 compared to earlier times. Mr Odeke revealed that the weather centres have enabled the district leaders to monitor weather trends better and provide accurate weather information to the community. The National Meteorology Authority reported using information from the centres in the national consolidate weather projections.



Monitoring visits revealed that as a result of capacity building on kitchen gardening using climate resilient sustainable agriculture principles among farmers and schools of Pallisa in May, some farmers such as those in CEFA farmer's group were able to attain expected yields of tomatoes despite the long dry spell.

An additional 1,130 smallholder farmers have consistently reported an increase in their household income attributed to improved productivity and having a greater diversity of income sources. This has been made possible through the already existing farmer groups and Village savings and credit associations. Women have continued to engage actively in alternative value addition enterprises like liquid soap, candles, peanut butter, briquettes making which has increased their access to daily incomes to supplement household incomes.

(Success story: <https://www.youtube.com/watch?v=x91XIU-K8Mc>).

*Joyce Amuye, a widow from Kosire village, Bukedea district and a member of the Ailwaritoi Women's Group has been able to improve her average income to above Uganda Shillings 50,000 per month through sale of her produce. Joyce has joined a savings scheme formed within the group and reports having used her savings and profits from sales to pay for her children's school fees this year and complete the roofing of her house.*

In northern Uganda, women farmers are now able to add value to biomass waste, and reduce pressure on the forestry resource, and earn incomes from the products. The women report increase in their production and sale of briquettes. Beyond adoption of livelihoods alternatives, women farmers in Nwoya district have acquired skills and engaged their district leadership to develop regulations for environmental management and reduction of charcoal burning. Similarly in Nwoya, a food security ordinance was passed by the district council following continued pressure from empowered households on their right to food.

Following capacity building on public expenditure tracking and food security, in Katawi district 494 more farmers (176 women) have been able to engage their sub-county councils to develop and pass food security bye-laws and administer penalties to those people who encroached on wetlands and engaged in excessive tree cutting for charcoal production which affects food production and threaten household and community food security in their region.

36 community leaders (24 women and 12 men) from Amuru and Nwoya have been in position to influence their district councils to fast track enactment of the gender based violence and land rights ordinance to curb rampant violence against women and girls including property rights violations which were identified as leading causes of food insecurity in their region.



Photo: Samanya Kyagegeka / AAU

**Teddy Achom, a weather recorder officer in Kumi district, reading daily weather records to inform agriculture.**



Photo: Samanya Kyalegeka / AAU



*A woman from northern Uganda vending vegetables and fruits for income with support from Beckley Women Land Rights Project*

## Improved collective power to secure sustainable livelihoods

A vibrant cooperative movement in Uganda is necessary to shape a unified farmers' agenda that promotes economic empowerment, social inclusion, fair trade, high quality products.

3,051 small holder farmers joined farmer's associations and over 1,706 are reported to be accessing loans and this has been made possible through the groups which formed Village Savings and Loan Associations (VSLAs) and linking with Savings and Credit Cooperative organizations (SACCOS).

Following trainings in 2015 on corporate governance of smallholder farmer groups; more women have registered their groups into formidable cooperatives. Groups such as rural women Development Link in Teso have fully registered as a cooperative with the department of cooperatives development in the ministry of Trade Industry and cooperatives. As a result, Katakwi district local government is already working with formed groups under RWODEL in implementing the government programmes like NUSAF 3. Similarly, upon completion of their grain store for collective bulking and formation of the group management committees, smallholder farmers in Anaka subcountry-Nwoya district have connected with private sector entities such as NUAFRI a business company based in South Africa with the aim of buying maize in bulk from the farmers. The farmers are working with the district to ensure that they are not exploited.

Farmer groups have been linked to the Uganda Credit Savings and Credit Union and agricultural research institutions such as Ngeta agricultural research collage and Namulonge Agricultural research Institute. Farmers can now directly consult with these institutions on different agronomic and technological issues.

We collaborated with the Uhuru institute, PELUM, Agripro focus and Uganda Cooperatives Alliance to revamp the cooperatives movement in Uganda. As a result of regional consultations with 260 Co-operators (138 females and 122 males), farmers were able to petition the speaker of parliament to revamp cooperatives movement in Uganda. The speaker committed to having the 10<sup>th</sup> parliament create a Cooperative Development Fund for co-operators through the Uganda central cooperative financial services. "This approach will mobilize more Ugandans into higher production and productivity levels."

### Increased resilience to effects of climate change and other disasters

Community women have been driving efforts to protect the environment with the support of ActionAid. Many women are now producing briquettes from crop remains and domestic waste and selling these to support their families and groups. As there is much tree cutting for charcoal production in many areas (and especially in Nwoya), this is a positive development. Women have also engaged with local and district leadership to bring in by-laws to regulate charcoal burning and tree felling.

Following continuous community, district and National level advocacy engagements on water for agricultural production for smallholder farmers in Teso, government has finalized the construction of a dam worth UGX 7.4 billion. The dam will hold 2.4 million cubic metres of water on a stretch of 1.3km, opportunities for fish ponds, cattle troughs.

Women are able to easily open and cultivate their land using oxen. In Bukedea it has been estimated that farmers have been able to open an additional 1,611 acres. They also have more access to local relevant information on climate from automated weather stations installed in Katakwi and Kumi which has guided them on when to plant.

Pilot irrigation schemes in Katakwi and Kapchorwa were put in place to help the smallholder farmers to grow vegetables in the dry season. In the areas of Usuk, Katakwi and Toroma ActionAid established water for production so they don't entirely depend on rainfall only.

### Monitoring and demanding for delivery of effective livelihood options among the urban Poor.

In order to bridge the income gap among individuals and families, ActionAid provided credit to 1,130 women through a savings and credit scheme which enabled them to generate income and save. Guardians, caretakers of orphans and vulnerable children were also trained in mushroom growing. 5,191





women and youth were provided with agricultural inputs and urban farming equipment's.

Women and youth are sustaining themselves through mushroom growing, youths getting more involved in urban farming. In Bwaise and Makerere, women have been able to sell mushrooms and mushroom wine. As a result, women and youth who work at the model centre, are able to get incomes through contract by other organisations in rural areas to train rural communities in different skills i.e. briquettes/charcoal making as a measure to environmental conservation.

Young people in urban centres are now able to document their challenges including unemployment as well as the impact of unemployment to their wellbeing. 15 watch group members are using the service delivery monitoring tool to monitor government programs.

The young people have so far used this as evidence in council dialogue meetings in which they have demanded for improved service delivery.

## **Institutional strengthening, networking and strategic partnerships for livelihoods, agricultural policy and women land rights.**

### **Amplifying citizen voice and action against GMO**

In order to ensure appropriate legislation for sustainable food systems that upholds the right to food for all Ugandans, ActionAid Uganda and the GMO Coalition championed media engagements (which included among others; use of social media, Radio and TV debates and shows and production and dissemination of IEC Materials) together with Caritas and PELUM Uganda against Genetically Modified Organisms. Together with other non-state actors including from Academia, clauses of Bio Technology and Bio Safety Bill 2012 were challenged. As a result, the bill was neither passed nor shelved by the 9th parliament because of the pressure from Non State Actors amidst heavy sentiments from the Vice President Hon. Edward Ssekandi as highlighted in the article **"Uganda close to passing the GMO Law"** in the East African Business Week. ([http://www.busiweek.com/index1.php?Ctp=2&pl=4656&pl\\_v=3&sr=84&spl=463](http://www.busiweek.com/index1.php?Ctp=2&pl=4656&pl_v=3&sr=84&spl=463)) Currently, Non state Actors have developed a draft alternative text of the bill to be presented to the speaker of parliament calling upon Members of the 10th Parliament to strongly reject the passing of the Biotechnology and Biosafety Bill 2012 in its current form due to possible adverse effects of GMOs on the environment and to the small holder farmers in Uganda.

### **Solidarity on Global and National food security**

Uganda has continued to work with Food Rights Alliance as the national network of the International Food Security Network(IFSUN). ActionAid Uganda has conducted training on the Rights to Food for East and Southern Africa countries that include Uganda, Ethiopia and Malawi.



ActionAid Uganda in 2016 joined the **global campaign in favour of Family Farming**, for peasants, artisan fishing, pastoralists and indigenous people. The campaign aims to continue improving public policies in favour of Family Farming, focusing on seven areas: access to local and regional markets, access to credit, access to appropriate technology, access to natural resources taking climate change into consideration, strengthening of family farmers' organizations, and the role of women and youth. As a result, ActionAid Uganda will lead on the process of engagements for development and adoption of National guidelines on family farming.

## **Mobilization around women's rights to land and livelihoods**

ActionAid Uganda in partnership with other agencies in Uganda mobilized over 11,244 people (9,642 female, 1,602 Male) in over 30 districts on their rights to land and livelihoods. Women generated a charter of demands which were presented to the African Union for action. This was done in solidarity with 450 women from all over Africa at the foot of Mt. Kilimanjaro. As a result of the mobilization, agencies working on land rights in Uganda have revived the Women Land rights movement. ActionAid Uganda worked with Uganda Land Alliance, Land Net, Solidarity Uganda, PELUM Uganda among others.

People with disabilities 39 people (32 women and 7 men) generated an issues paper which was used in 2 district dialogue meetings in which 58 participants (17 women and 41 men) committed to supporting women over land issues. Women have worked with Gulu women with Disabilities Union. As a result, the district councils of Amuru and Nwoya have already held 2 consultative meetings on the women protection ordinance. In one of the meetings, the Secretary for Community Based Service Department of Amuru District Local Government said, "when the newly elected councillors come to office, we shall ensure the new councillors are oriented to fast track the enactment of the women protection ordinance that is in the offing to curb women land rights violation more especially for widows and women with disabilities"

The Chairperson LC III Lamogi Sub County said, "In my sub county of Lamogi, bigger land issues among clans have reduced but those affecting women with disabilities, widows and children have intensified hence need to put more effort to address the land problem". He added that there is need for the council to pass a resolution in order to safe guard the women's land rights of women with disabilities in the district and sub county".

District Local government officials from Amuru and Nwoya such as the Resident District commissioners, Chief Administrative officers, Local Council V, District Planners, District Police commander have been able to appreciate and endorse the Free Prior and Informed Consent principles of land based investments. Nwoya district local Government adopted the FPIC principles to mainstream into and inform their decisions at the Investors Forum following a dialogue on the same attended by (47 males and 23 females).

## **Strides on reforming agricultural extension systems**

Together with Food Rights Alliance, the livelihoods program has achieved major milestones in enhancing farmer's knowledge of agriculture single spine extension system. Non state Actors who included Uganda National Farmers Federation, Civil society Budget Advocacy Group, Jenga Africa as well as the Ministry of Agriculture Animal Industry and Fisheries participated in a learning route in the districts of Amuru, Ngora, Kumi, Katakwi, Pader, Gulu, Namutumba, Kapchorwa, Soroti and Amuria. Among the observations made was that the conceptual description of the single spine is far different from the structural layout approved by government.

## **Climate legislation:**

ActionAid Uganda worked with ACODE, ACTADE, Environmental Alert, EMLI, IUCN and WWF under the consortium of the Climate Action Network Uganda (CAN-U) and the Environment and Natural Resources

Civil Society Organizations Network (ENR CSO Network) to advance climate justice. To this end, AAU and Environmental management for Livelihoods Improvement developed briefing papers to shape the **National Adaptation Plans process** on Climate change in Uganda. A paper was also developed to inform negotiations at the twenty-second session of the Conference of the Parties (COP22) and the twelfth session of the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP12) in Marrakech, Morocco.

Photo: Peter Kalule / AAU



*Polly and Irene climbing Mount Kilimanjaro during the Women Land Rights campaign as a symbolic action that women face in accessing land for production.*

## Lessons

- The integration of approaches such as the FAO Farmer field schools and CRSA approaches enhanced learning for smallholder farmers. Such innovations sustain farmers' education and knowledge while filling the gap on extension education. Educating smallholder farmers empowers them to make appropriate demands from government and hold duty bearers to account for service delivery.

- Climate change remains a challenge for smallholder farmers in the country. It is a continuous issue that requires behavioural change, advancement and use of adaptive technologies at local level. ActionAid Uganda focused directly on laws, policies, planning and budgeting around climate change adaptation as well as introducing techniques and technologies that help women farmers to adapt. However, a lot more needs to be done for communities in Uganda to withstand the projected 2 degrees global warming.

## Challenges

- Political interference especially during electoral processes limited community gatherings and engagements. Many of the trainings and engagements related to livelihoods were delayed or postponed to seasons which were not appropriate for production. It was observed that many farmers did not take advantage of the short rains at the beginning of the year.
- Monitoring of agricultural service delivery remains extremely difficult for the empowered women due to extension reforms and implementation strategies by government. This often took time for women and community monitors to understand for adequate follow up.
- Unpredictable weather patterns still remain a huge reality this has impacted negatively on the agricultural productivity of farmers much as farmers are already adapting to the climatic hazards.
- There are fewer women than men in policy advocacy activities. It remains more difficult for women than men to participate and contribute to the policy advocacy activities due to low levels of education and restrictions created by their traditional roles and expectations by their husbands.
- Few farmer organisations that are not working jointly. This weakens their power to attain services related to agriculture is threatening the sustainability of the indigenous seed through increasing commercialization of seed which farmers are not able to challenge.

Photo: Samanaya Kyategeka / AAU



*South Sudan refugee children in Kiryandongo refugee camp smile after rejoining school*



## Case stories

**Ms Alanyo Margaret** is 45 years old. She is also the mother to four girls and three boys. Margaret has taken part in the regional mobilisation for African women climbing Mt Kilimanjaro. Margaret has learnt that the rights of many women in Northern Uganda are deeply undermined and their voices are never heard. She feels that this project will give the women an opportunity to air their views.

Margaret calls on women to keep a watch on their land and also talk to their husbands so that they can process land certificates for children irrespective of their gender. She has already taken this action for her own children. She also calls on African Governments to subsidise the processing of land titles and certificates for women so that they are able to better protect their land rights.

Margaret participated in a symbolic climbing with many other women up a rocky hill at Fort Patiko in Northern Uganda. She explains that at the bottom is where women's problems are never heard, mid-way some leaders listen to women issues but pay no attention and at the top the whole world will be listening about the issues raised by women on land ownership in Africa.

Margaret has joined the women's land rights platform for Northern Uganda. She looks forward to continuing to engage and dialogue on this subject with leaders in Uganda and all over the African continent. She looks forward to the day when women and especially rural women are enjoying their rights to land.

### When land tore up a strong bond between brother and sister

**Esther Adong, 68**, considered her brother, Dominic Okwang, her best friend. They attended cultural functions as family members and went to the market together, in the process helping each other to bargain for the best market prices. This was all before the two got entangled in a land inheritance argument. Dominic Okwang, 66, has 15 acres of land which he inherited when their father died in the 1960s. He still takes care of his mother, Katalina Oyet, 89, who is ailing. "My sister went and got married in West Nile where she had sons and daughters," argues Okwang. "That is where she belongs with her children not on my father's land" adds Okwang. Okwang has since sold off most of the land and used the resources to marry more wives and build shops in the trading center. He hurls insults at his sister for having failed in marriage and in the process becoming an eyesore to the reputation of the family. "How do you get more than four children from four different husbands?" he barks at her in the market place or in the village paths. "Now you want your bastards to come and compete for Acholi land and yet they are from West Nile? The gods will never forgive you."

Their mother recounts how her husband asked Okwang to provide refuge to his sister if need be. Okwang believes his sister wants to have him and his sons jailed for no reason so that she takes over the land.

*“She has filed cases against me at the police, the district Land Board and with the clan leaders,” says Okwang. “But I am always tipped by officials in the offices she reports me to. And I react immediately.” Okwang believes some evil spirit has entered his sister’s life and is making her make several mistakes. “We need to take a sacrificial lamb to cleanse her,” Okwang says. “She is acting out of the ordinary. It is not the girl I grew up with.”*

*Esther Adong, says returning to her father’s home or land was a last resort. “It was shortly after the LRA war and I was desperate,” recalls Adong. “I remember my brother chose to stay behind for fear of his life and I returned to till the land singly.” She is amazed that years later, Okwang has sold even the one acre of land he had apportioned her out of the 15 that he inherited. “You cannot believe it that we do not see eye to eye,” says Adong. “Whenever Okwang sees me he has a new insult to deliver about me being a prostitute, a fortune hunter and not house wife material.”*

*Adong has reported threats to her life by her brother but nothing has been done to caution him. “He tells me that according to Acholi culture a widow claims property from the husband’s home not her father’s home,” says Adong. “This makes me feel rejected by my own family and fated to die a pauper.” According to neighbours, Okwang is always selling property and investing the money in marrying more wives. He, as a result, has sired 65 children and currently has more than 300 grandchildren.*

*“By surprise he cannot give an acre to his sister,” says a staff at the land board. “He has put up a grinding mill and several shops but will not give his sister an inch to construct a hut after selling where she had a hut for Shs 2m.” Villagers say Okwang has threatened to mobilize his sons to see his sister vacate the Alokolum village. Adongo has been forced to send her children away for fear of claiming land ownership in their grandfather’s area.*

*Esther learnt about Women land rights project through her daughter, a member of one of the reflect groups. Esther has participated in the Kilimanjaro climb in fort Patiko and has hope that her problems will be solved once she stands in solidarity with other women facing the same.*



Photo: David Asubu / AAU

# Participatory Democracy and Governance

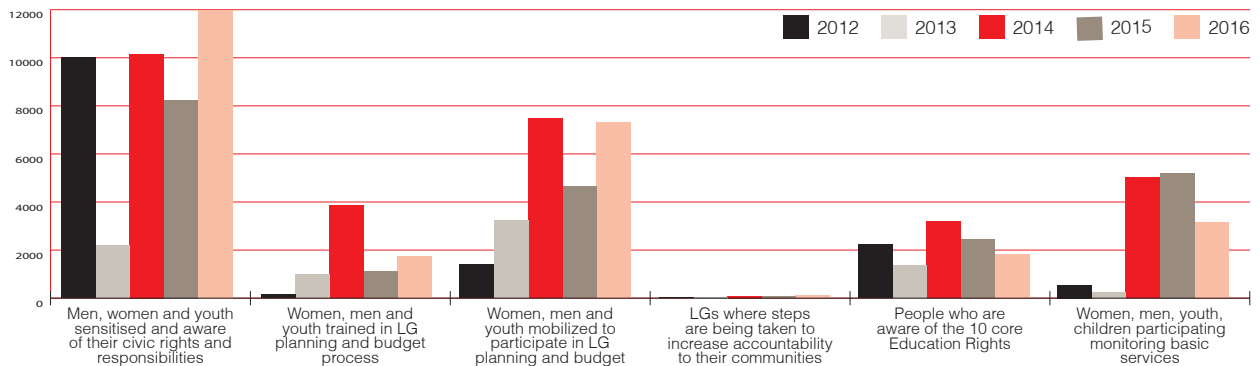


Photo: Samanya Kyategeka / AAU

**Children in Nebbi district amplify their voice on tax and quality primary education.**

Participatory democracy and good governance is critical to delivering sustained benefits of poverty eradication interventions and securing human rights protection with people at the centre and participating in making decisions that affect them. In 2016, AAU focused on building a politically empowered electorate that makes informed choices and decisions; and demands accountability for improved public service delivery catalysed imagination to embrace rights and harness social justice.

## Governance 2012 - 2016 Performance





## Civic Participation and Youth Engagement

In the year 2016, we continued with our commitment to build civic competence through awareness raising for citizens to demand and claim their rights. As the 2016 elections drew nearer, we focused on civic education, encouraged citizens particularly youth to participate in elections as voters and candidates at all levels. We collaborated with likeminded institutions such as Citizens' Coalition on Electoral Democracy (CCEDU), Uganda National NGO Forum and others to run the Topowa Campaign, which expanded civic space for sensitization and engagement. Youths picked interest in holding leaders accountable for their past promises and many rode on the unfulfilled promises to register victory against incumbents in their respective constituencies. The numerical strength of youth was instrumental in shaping the outcome of these elections, which saw 53 out of the 200 youths who registered for elective positions in Agago, Pader, Lira, Nwoya, and Katakwi emerge winners for positions ranging from Subcounty Councilors to District Chairpersons.

*The new breed of leaders have good understanding and grounding on issues that affect their peers and we will continually engage them through our governance programme to ensure that they champion youth issues and quality public service delivery in various platforms. It is our expectation that the youth leaders will uphold the Activista principles and maintain a close link with the youth.*

Globally civic and political space has been shrinking by the day making advocacy and governance work even more difficult and riskier than before. To address this global challenge, ActionAid Uganda in partnership with other ActionAid member countries and the International secretariat, Amnesty International, Oxfam International and Office of the Special Rapporteur on Human Rights launched the Global Civic Charter Campaign to agitate and demand for the protection and expansion of civic space for effective engagement between citizens and their governments. The signing of the Charter is still ongoing and the Uganda Police Force has already pledged their commitment and support to ensure the realization of the grand objective of the charter by signing the Charter. The Charter creates a framework for people's participation enshrined in international human rights laws.



**AIGP Felix Kawesi (RIP) signing a Civic Charter**

To shape political parties agenda, ActionAid Uganda engaged three leading political parties (NRM, DP & FDC) in Uganda to learn how political parties are organized and how they transact business to increase our frontier to further shape the agenda of political parties to have pro-poor and gender responsive policy, programs and budget. We also presented the key issues and principals AAU stands for that the parties needed to know to shape our engagement with political actors.

## Accountability

During the year, the state of public services continued to deteriorate amidst continued misuse of public resources by public officers with the connivance of private sector. To address this, we developed the Gender Responsive Public Services (GRPS) strategy that augmented the work of 121 accountability

platforms established and at the community, district, regional and national level to provide unconditional space for rights holders to demand for accountability, hold their leaders accountable and set agenda for service delivery and corruption. These platforms attracted the participation of 5,913 (2,345 female and 3,568 male) participants drawn from government ministries, departments and agencies, parliament, district local governments, lower local governments, religious leaders, cultural leaders, opinion leaders, donor agencies, media, academia, NGOs and community based organizations, youth and community members. As a result, districts are now freely sharing information on government programmes and budgets on transparency boards;

As a result of strong advocacy by community monitors, Activista youth and partner organizations, 44 community schools were earmarked for coding for conversion into government aided schools in Amuru and Pader districts. There has also been increased supply of instructional materials, learning materials, infrastructure and posting of teachers on government payroll in primary schools for instance building of staff houses, provision of desks and text books in schools in Amuru, Pader, Agago, Katakwi and Kumi as well as the lifting of staffing ceiling in primary schools to enable recruitment of more teachers to fill the void which has eroded quality learning in Amuru and Pader. In Katakwi district, government has committed to establish a secondary school in Toroma. sub-county.

*Facilitated CSO strategizing meeting with OPM to orient CSOs on PRDP III attended by 36 people participated (21 female, 15 male) in the meeting enabling us secure CSO representation on technical working groups and PRDP Monitoring Committee.*

*In partnership with Uganda Local Government Association (ULGA), we held a two day award ceremony on the role of local government in delivery of quality public services delivery in Northern Uganda attended by 252 people participated (85 female, 167 male).*

Through the “Ipaid a bribe” digital platform ([www.ipaidabribe.or.ug](http://www.ipaidabribe.or.ug)), citizens have reported 60 cases of corruption. A valuable milestone in this campaign has been the collaboration between AAU and the Uganda Police, which has nurtured a good working relationship between the two institutions. Currently ActionAid forwards cases of corruption against errant police officers, men and women, to the Professional Standard Unit of the Uganda Police Force for follow up and action, a step that the Police management has been highly appreciative of. To keep public discussion alive, ActionAid has developed, designed and printed over 3,278 policy briefs on impact of corruption social service delivery, printed 3,276 copies of the second edition of northern watch newsletter on the impact of corruption on social service delivery, painted 10 police stations in Kampala metropolitan with anti-corruption messages and installed 10 suggestion boxes at the police stations and one in Gulu district Local Government administration block for the citizen to report corruption cases. Also in partnership with other 10 organizations in Uganda, we organized a marathon in Gulu themed “Reject and Report Corruption: Your Responsibility for improved service delivery”

## **The Northern Uganda Award for Best Local Governments and Civil Servants**

As an innovative alternative model to promote transparency and accountability and ultimately improve quality service delivery, AAU in collaboration with the Uganda Local Government Association organized the unprecedented award for best performing local governments and individuals. The award ceremony recognized exemplary and selfless leadership, provided a learning platform as to why some local governments were excelling in execution of their mandates while others struggled. The award ceremony was attended by 252 (85 female, 167 male) participants including state Ministers for Local Government and the Minister for Northern Uganda and a High Court Judge. The keynote speaker Mr. Justice Alphonse Owiny Dolo encouraged local government leaders to demonstrate leadership and challenge some unfavorable government policies, which affect decentralization and delivery of quality public services

such as Operation Wealth Creation, land policy and Public Finance Management Act which make leaders and communities they lead like beggars. Three local government institutions won the awards including: Gulu District Local Government for good governance, accountability and improving status of service delivery in the district; Kitgum District Local Government for demonstrating efficiency and effectiveness in managing government projects and plans; and Nwoya District Local Government for putting in place strong system for delivering quality education service to its people. Also three technical staff were awarded for a job well done including Aber Margaret, a nursing assistant at Ogom Health Centre III in Pader District for selfless delivery of quality health services; Onek Charles, a nursing assistant at Anaka Health Centre IV in Nwoya District for commitment and sacrifice for provision of quality health services for the people of Nwoya District; Kiplangat Martin, the Chief Administrative Officer for Amuru District for the commendable leadership in ensuring that the people of Amuru receive quality education services. Four political leaders were also awarded including: Ojara Martin Mapenduzi- Chairperson Local Council V- Gulu was awarded for consistently demonstrating servant leadership, passion for the people and integrity; Okullu John Bosco- Chairperson Local Council III, Koc Goma Sub County, Amuru District for demonstrating participatory leadership and ensuring the realization of justice for the people of Koch Goma, Lakony Michael- Chairperson Local Government V, Amuru District for his inspiring leadership and zero tolerance to corruption and Oweka John Bosco for improving the quality of service delivery in Agago District.

Photo: Charles Owendy / AAU



Margaret displays her award as a symbol to quality and dedicated service

### The Profile of the One of the Winners

Aber Margaret, a 38 years nursing assistant, working in Ogom Health Centre III, Pader district Local Government joined nursing 2002 but was transferred to Ogom Health III in 2014. On receiving her award, she had this to say *“This award made me to remember what some patients told me that ‘daktar’ (doctor), don’t mind about the hard situation here, God will pay you abundantly. Help us though you are exhausted”*. In her words, the award is a prophecy come true and has given her more strength to diligently serve the people of Ogom, a community that has approval level of seven medical doctors but most of them abandoned their work place, in preference of the better peri-urban life in Pader town. In her message to her fellow medical workers she said: *“Let us stick to our ethical code of conduct to ensure that we safeguard the lives of our patients. If they must die, then their souls should leave their bodies peacefully”*.

### Extractives Governance

The extractive industries are expanding into new ‘resource frontiers’, particularly in sub-Saharan Africa which has also increased levels of political, social and environmental risks. Since 2012, our work on extractives is focused on advocacy for strong legal and regulatory framework and community accountability system to counter the potential negative socio-economic, environmental and institutional impacts of the extractives industries specifically on women and youth in indigenous communities. We sought to influence policies through a robust campaign to convince Uganda



to sign up to the Extractives Industry Transparency Initiative (EITI), [https://www.change.org/p/ask-h-e-museveni-to-end-secrecy-around-oil-deals-and-get-uganda-to-join-the-eiti?recruiter=105583685&utm\\_source=share\\_petition&utm\\_medium=copylink](https://www.change.org/p/ask-h-e-museveni-to-end-secrecy-around-oil-deals-and-get-uganda-to-join-the-eiti?recruiter=105583685&utm_source=share_petition&utm_medium=copylink).

EITI is a global framework for ensuring transparency to end oil secrecy and ultimately safeguard the country's natural resources from misuse through corruption. The campaign reached out to 4.6 million people through engagement with cultural leaders, women and youth in the extractives sector to school debates, annual symposium, forum theatre, policy dialogues and online petition. Instrumental to the EITI were both online campaigns which attracted the participation of 600 people and overall reached out to 2.4 million people and convening of the annual symposium on oil and gas which attracted the participation of 130 participants. The importance of access to information cannot be underscored and thus AAU continued to produce and disseminate Oil in Uganda Newsletters in an easily accessible format to boost public debate on extractives governance through our oil in Uganda website - [www.oilinuganda.org](http://www.oilinuganda.org). As a means of establishing a benchmark for monitoring the extractives industry in Uganda, a scorecard was developed in collaboration with the National Planning Authority and the Africa Centre for Energy and Mineral Policy. AAU also led civil society to review the Mining Policy to make it pro-poor and gender responsive. Subsequent advocacy meetings with the government resulted into the government adopting 99 policy recommendations, which are contained in the draft green paper on mining policy currently before the cabinet for consideration.



Photo: Samanya Kyategeka / AAU

*Members of civil society demonstrating against tax exemption by MPs through a symbolic action of sweeping the road*

## Tax Justice

Over the year, ActionAid continued with its Tax Power Campaign aimed at enhancing revenue generation; allocation and utilization on key gender responsive and pro-poor public services. Working with other CSOs, we launched a campaign to stop Members of Parliament from Tax Exemptions on their allowances in a bid to reverse the Income Tax Amendment Bill 2016 which was passed by the August House, we raised 4.2 million signatures and subsequently petitioned the president through Prime Minister of Uganda not to assent to the Bill. The President abstained from assenting to the Bill and returned it to Parliament for reconsideration in accordance with the 1995 Constitution of the Republic of Uganda. <http://www.monitor.co.ug/News/National/Museveni-makes-U-turn-on-MPs-tax-exemption/-/688334/3206558/-/format/xhtml/-/wa06g5/-/index.html>.

We organized a stakeholders' Dialogue on Global Tax Processes and their Impact on Domestic Resource Mobilization attended by 44 people (21F, 23 M) to understand the Base Erosion and Profit Shifting and the UN Tax Body processes as well as the Financing for Development process and their linkage to national tax related processes. We shared how African Governments can implement the recommendations of the High Level Panel Report on Illicit Financial Flows and generated strategies to curb tax evasion and avoidance through reforming the Double Taxation Agreements. Also we held an awareness and Capacity Building Workshop on Double Taxation Agreements to strengthening the participants understanding of double taxation agreements, their role in revenue mobilization and impact on domestic revenue mobilization.

## Our 2016 prouds on Tax

- The Ministry of Finance, the Tax Policy Department noted that the guidelines for negotiating the Double Taxation Agreements were submitted to Cabinet for Approval.
- During the budget speech for FY 2016/17, the Minister of Finance announced that Government had agreed on a new guiding policy for Double Taxation Agreements (DTA) and would be commencing the processes of renegotiating DTAs that do not comply with the new guiding policy. SEATINI and AAIU wrote a statement applauding Government on this decision that featured in the new vision and followed a study by SEATINI and AAIU in 2014- that recommended for development of a policy to guide DTAs.

## Success Stories

### Youth Celebrate Election Victory and Ready for Quality of Public Service Delivery

As Uganda went for general elections in 2016, youth took advantage of their numerical advantage and expressed interest in a number of local government political positions. 51 youth Activista members in Katakwi district were elected in various political positions at district and sub county level. Three won the seat of Local Councilor III Chairperson, seven won the seat of District Councilors, 23 won the seat of Sub County Youth Councilor Chairperson and 18 won the seat of Parish Councilors. This is a great milestone in increasing the participation of youth in active politics and influencing the local politics in their various constituencies. It is also proof that citizens have recognized the importance of our advocacy engagements championed by the youth. The new breed of leaders have good understanding and grounding on issues that affect their peers and we will continually engage them through our programmes to ensure that they champion youth issues in various platforms. It is our expectation that the youth will uphold the Activista principles and maintain a close link with the youth.

As part of the ActionAid Uganda Activista team that used to monitor leaders and governance issues in the Usuk sub county, Emmanuel Elungat, the new Youth Councilor for Usuk Sub County now realizes the tables have turned. With his election as the new Youth Councilor for the sub county in the 2016 general

elections, the same microscope with which Elungat used to assess governance in his sub county is probably going to be used to gauge his performance as a political leader. "It's very interesting and quite an experience I look forward to. As an Activista, I used to monitor political leaders, civil servants and general governance issues in my community. Now I have also been elected as a political leader and will be subject to monitoring from the Activista team and the community," Elungat narrates with a chuckle.

Either due to their closeness in serving as 'eyes of the communities' where they reside or multiple reasons, the Activista team that participated in the recently concluded Local Council elections won most seats. In Usuk Sub County alone, a total of nine Activista members won the councilor seats. The trend was replicated in Magoro Sub County where seven Activista members were elected as councilors while three sailed through in Omodoi Sub County in Katakwi District. "Voluntary work is hard but fulfilling in the long run. We never demanded for anything from the communities in return for the service we rendered with Activista. But Activista empowered and made us known to the communities," Elungat says.

### **Community Voices on 2016 Election of Activista Youth Members**

Activista is a team of youth volunteers who monitor service delivery and governance issues under the ActionAid project of Information, Voice and Accountability (IVA). The initiative is aimed at promoting transparency in Local Governments.

Ikulumet Hellen, an Activista from Ongogoja parish Usuk sub county believes the election of Activista members to serve in council political leadership in the sub county, beyond elections, rests a huge burden of proof to the successful candidates.

"It's time to walk the talk. They (elected Activista members) have been educating communities about good leadership. Now they have to replicate this. They spoke viciously against corruption. Now they have to fight the vice and stay corrupt-free. They talked about good governance. Now they have to mirror this. It's time to walk the talk."

"Like occurs in many parts of Uganda, poor service delivery is eating up our communities. Corruption is widespread and communities are not so enlightened as to know what they deserve from the Government as citizens. So having part of the Activista team in council is a plus in rectifying this vice. The future is bleak if we don't fight these vices," Ikulumet adds.

Hellen Adimi, the secretary Activista in Usuk sub county explains that having Activista members in council is of strategic advantage to the Activista team in learning Local Government policies, programs rules and regulations.

"At times in the process of monitoring council activities, there are councilors and civil servants who used to take advantage of our ignorance of the council rules of procedure and policies to scare us off. They cite for you articles in the Local Government Act and related laws you are not familiar with. Now that the Activista team is part of council, they will be taken through these procedures and they brief us too," Adimi explains.

Besides, Adimi says access to relevant documents and accountability from the sub county and various Local Government units will be made much easier with the Activista team as part of council. Adimi says often, in the course of monitoring Local Government projects and activities, Activista members are either denied access to public documents while some are concealed because they are not part of council.

For James Okure, an Activista member and councilor elect for Abwokodia parish in Usuk sub county, his task is already spelt out for the next five years. It's an agenda he seeks to implement to scale up good governance in his community.



“My main task is to making transparency a reality. Transparency is the main pillar upon which good governance rests. And transparency can be made a reality. Everybody has a right and say to know Government activities and expenditures. It’s only through this that we will start to realise value for money,” Okure observes.

Jane Asio served as an Activista in Magoro sub county as well as the LC III Councilor in the sub county council. In the just concluded elections, political fate thrust her further above from LC III Councilor to the LC V District Councilor for the sub county.

“As a councilor and Activista, I kept close to the community and taught them on good governance and accountability. They seem to have opened their eyes. During my campaigns, I came out bold and told the electorate to vote for me if they appreciated what I did. If they don’t, I told them not to waste their ballots on me. By voting for me in a higher position, it means they appreciated what I did as an Activista and councilor,” Asio explains.

The task is already cut out. The roles they are supposed to play are issues they learnt as Activista members. The remaining task for the councilor elects who serve as Activista members is to put knowledge into practice to ensure good governance.

## Importance of EITI Campaign Acknowledged

A social media rally was organized as part of the activities to promote the EITI campaign and this was a great activity that saw the campaign as one of the most tweeted about activity in Africa-the hash tag “Our Oil! Our Future!” was among the most trending. It received feedback from government officials, among them Kampala Capital City Authority Executive Director Jennifer Musisi who agreed to the need for transparency in the sector. As a result, the activity constituted one of the topics for discussion at the Presidential debate which was held later in the same week in January and the different presidential candidates called for transparency. Specifically, Prof Venasius Baryamureeba promised to follow the rules of publishing what is paid in the oil industry if he became president, an aspect that was the key message of the campaign. During the youth debates in Buliisa district, students acknowledged that the Oil in Uganda newsletter was the most reliable and available source of information they have regarding the extractives sector. A one Odongo from Mwaka SSS who emerged amongst the best students said his success was attributable to the newsletters that are made available to their school often, and which he reads diligently to understand the sector.

## Lessons

- Platform for direct and physical interface between rights holders and duty bearers is critical to delivering on commitments from both parties. We shall continue to invest in creating and sustaining spaces for civic engagement to enhance accountability
- Building strong partnership with formal, informal institutions and likeminded individual at grassroots, national, regional and international levels delivers good governance, democracy, poverty eradication and social justice. More investment in work with such institutions and individuals for a greater agenda setting and tackling perennial challenges is required.
- Strong community structures with the right information in an accessible format is critical for citizen participation in governance, decision making and accountability at all levels.

## Challenges

- Globally, there is emergence of restrictive institutional and legal regimes to curtail freedom of expression, assembly and association to narrow space for civic activism and engagement. This makes mobilization of masses an uphill task in light of increasing fear of what government forces may do and yet building critical mass is necessary for successful advocacy and campaigns.



Photo: Samanya Kyategeka / AAU



Photo: Samanya Kyategeka / AAU

**Working with political parties: Top, the ActionAid Uganda team meets with officials from FDC. Below, the Secretary General of NRM, the ruling party, hands over a package to the Country Director of ActionAid after a meeting at their Party headquarters. ActionAid Uganda believes that Civil Society must break barriers and more formally engage with political parties in a non-partisan manner to influence political outcomes in favour of those living in poverty.**

- Weak poorly resourced institutions have remained a bottleneck to good governance, accountability and improved service delivery. The government has continued to allocate meagre resources to critical ministries for example local government, health, education and agriculture hence spiralling poverty due to lack of social services amidst expensive highly liberalised privatised service industry.
- Corruption remains a big challenge affecting service delivery and political accountability despite a quite impressive legal and regulatory framework in place. Uganda continues to stand high worldwide on corruption and the government is not very committal to addressing the vice. This leaves the few interventions done by CSOs as the only evident efforts to fight the vice yet it covers a smaller scope.

## Looking ahead

Youth unemployment continues to be a big challenge coupled with spiralling poverty and disenfranchisement of the youth in partaking the benefits of government programmes. In this regard AAU shall engage in more robust youth specific planning aimed at strengthening the existing youth structure for meaningful engagement with the duty bearers and influencing of a pro-youth development agenda and alternatives.

In 2017, we shall continue to work towards strengthening citizen mobilisation to demand for and monitor the delivery of public services with emphasis on monitoring resource allocation and flow from the central government to local governments as well as areas it is allocated to. To make this effective we shall run a campaign in collaboration with the Uganda Local Government Association and their respective members for increased budgetary allocation to local governments from the current less than 20% to at least 40% of the national budget as local governments are in charge of service delivery to the majority population of Uganda.

We shall continue to intensify our anti-corruption efforts through new innovative approaches and expansion of the use of the "IpaidABribe" website through expanding collaboration links with government ministries, departments and agencies as well as popularization of the website amongst citizens particularly the youth given their numerical strength. Also we will expand our work in getting the campaign on tax generation, allocation and utilisation more rooted and connected beyond the local and national levels.

AAU in collaboration with its partners will invest in activities that increase access to information on extractives, building civic competence to engage with the sector and protect their rights, compliance to the transparency principles in the sector through advocacy for sign up and uptake of EITI- Extractives Industry transparency initiative by the government.



## Key 2016 Institutional Developments



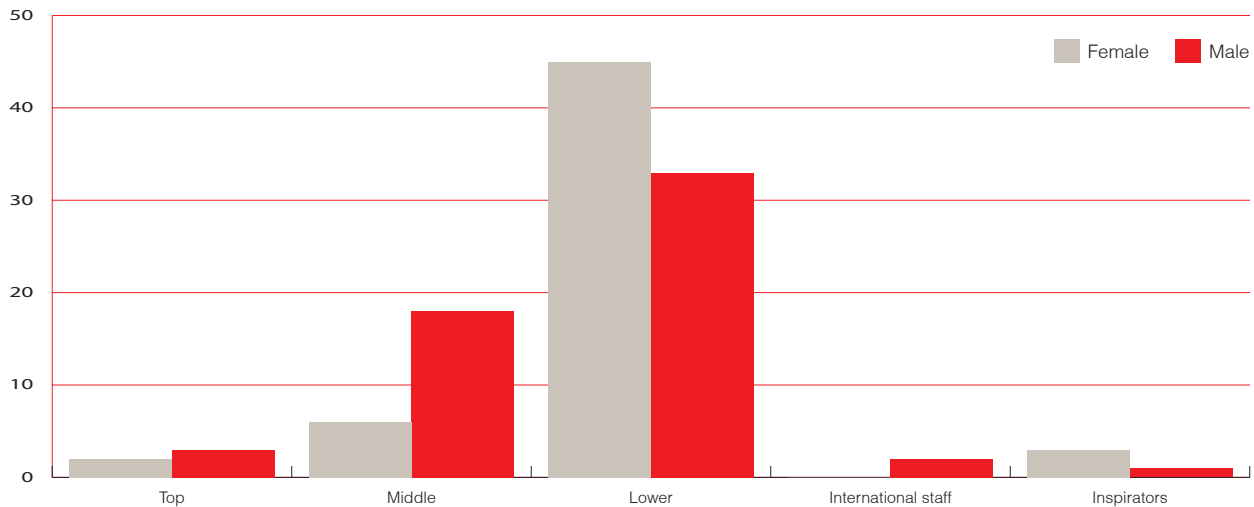
Photo: Charles Oluwenyi / AAU

*Disability is not inability, a lady in a wheelchair finishes third in the Northern Anti-corruption Marathon. Persons with disability stand in solidarity in the fight against corruption*

# Human Resources and Organisational Effectiveness Performance

The year 2016 particularly has been an exciting one as we made significant progress on our restructuring process and change management plan which started after the completion of the Organisation Efficiency Assessment (OEA) in 2015. Overall the OEA report identified several positive attributes which ActionAid can address to leverage/ make significant gains both from a structural, cultural and operational perspective. The report recommended a revised organizational structure that required significant changes and updated Job descriptions to enhance effectiveness and facilitate the smooth implementation of the CSPIV. Several positions were therefore redesigned and other new positions created to suit the changing context and strategic direction of AAU, as well as configuring the LRP structure into clusters. A revised salary structure was also prepared after carrying out the Job evaluation and grading exercise. After a workload assessment a staff base of 69 employees was recommended for the implementation of the remaining part of CSPIV. We managed to reach a staff ration of 53:54 (female: male).

**2016 Staff Numbers**



## Summary of Key Actions and Milestones

We have successfully recruited for 38 positions. We also engaged in review of key institutional policies like the Procurement and Disposal Policy, Partnership Policy and Finance Policy, and also strengthening the monitoring and evaluation systems in order to improve on programme quality, delivery, documentation and communication through better programme rationalization and deployment; better tracking of the impact of our work; as well as diversification of resource mobilization initiatives in line with AAU Fundraising Strategy.

## Learnings and Challenges from the Restructuring Process

- Restructuring processes can be emotionally draining for both exiting and continuing staff so the process must be completed quickly within the stipulated time frame. The cost of restructuring turned out to be much higher than we had anticipated in terms of staff losses; money as well as time.
- All restructuring processes must have clear and transparent communication flow right from the Board level to the staff. Not all restructuring is bad, it's in fact an excellent opportunity for management to realign, reskill and reorganize its human resource.
- The process presented management with a unique opportunity to remain relevant amidst the rapidly changing context and strengthen partnerships

## The 2016 Attrition Rate

The attrition rate for 2013 was (9%) and (10%) in 2014 due to closure of some projects like Women Protection Centres. In 2015, there was a drastic increase in the attrition rate to 22%) due to staff redundancy following organizational efficiency recommendations which led to downsizing of staff mainly in the job family categories. In 2016, this reduced to 13% staff attrition due to end of projects, end of contracts and voluntary resignations.

## Strategic Roadmap for 2017

Commencing in the 2017, we shall focus on five strategic areas which include:

1. Strengthening performance of staff through capacity building of line managers on performance management through coaching
2. Develop Human Resource strategy for CSPV
3. Talent acquisition
4. Invest in acquiring and rolling out a new Human Resource Information systems
5. Providing clarity and direction through organizational policy revision and roll outs

## ActionAid Uganda's contribution to AAI Federation

As an active affiliate member of the global federation in 2016, ActionAid Uganda made the following contributions in addition to the programmatic and other obligations covered in our detailed online annual report submitted to the global secretariat:

- 1- Orientation and Renewal;
  - ActionAid Uganda in 2016 hosted a number of visitors from AA federation countries including AA Denmark; AA Ireland; AAI Secretariat and AA Zambia. We hosted a team from AA Denmark General Secretary, Board Chairperson and other management staff from November 30 to December 2, 2016 as part of their induction and understanding of the youth and community experiences on governance and monitoring the state of service delivery in Masindi. This enabled the team to understand our programming context, civil society operations and appreciation of challenges and critical roles of CSOs in transforming governance in Uganda as well as the role of local leaders in promoting quality service delivery and accountability.
  - Similarly, we hosted AAI Deputy Chief Executive and International Director for Institutional Development to understand AAU programming and impact accruing to communities where AAU programmes are implemented. AAU also hosted the Country Director for ActionAid Ireland Ms Siobhan McGee as part of her induction as well as understanding the impact of the support of



AA Ireland to communities in Pader and Amuru. Finally, AAU hosted the Country Director for AA Zambia - Ms Nalucha Nganga as part of her orientation and induction into AA following her recruitment that was supported by Harriet Gimbo on secondment. AAU has rendered to AA Zambia.

2- Secondments and dual role;

- Arthur Larok, Strategy development process. In 2016, our Country Director, Arthur Larok was appointed by the ActionAid International Board as a member of the Drafting and Writing Team of the Global Strategy. He actively participated in all sessions and write-shops that culminated in the AAI Strategy - 'Action for Global Justice'. While this role came with additional demands on the Country Director's time, it reflects the dual role that many leaders in the federation have to play as Arthur himself testified: '...this was not only an honour but also a responsibility we owe as being part of a global federation. It was a very demanding assignment coming with as much excitement as challenges but overall, I am deeply privileged to have been part of a wonderful team...'
- Betty Namatovu, Secondment to Haiti and NK Champion. In 2016, Betty Namatovu, one of our Sponsorship Officer was appointed as a Sponsorship Advisor on Secondment basis to ActionAid Haiti for six months. She supported the Sponsorship team in Haiti to review internal child sponsorship processes and systems as well as improving capacity of both staff and partners in the sponsorship business and NK processes. Additionally, she is supporting the EASA Region country Child Sponsorship teams as the NK Champion in which role she has provided effective users' support and participated in the ongoing development of the NK system. She has held the NK Champion role since 2013 to date. In her words, she said, "It is a privilege to have an opportunity to serve in these two capacities, supporting teams improve their supporter servicing efforts as well as improve efficiency".
- Bruno Ssemaganda, SUN Champion: In 2016, our Finance Director provided SUN systems technical support to both the finance teams within the EASA Region and the global secretariat through a dual role arrangement that he has diligently done since 2014. This involved online resolution of user- interface challenges as well as organising and facilitating periodic face to face user trainings. Additionally, he was appointed to lead the working group tasked with re-defining and standardising the federation chart of accounts. This is one of the core elements of the ongoing Financial Transformation Project within the federation that seeks to create a robust platform for improved internal and external accountability, efficient financial management practices and continuous improvements in response to dynamic and diverse stakeholders within our operating environment. Bruno recounts this experience:... "it is always an exciting challenge for me to be central to capacity building and organisational change initiatives and I feel immensely humbled to be entrusted with such responsibility working with highly professional teams"
- Harriet Gimbo, Country Director Zambia. In 2016, the Director Programs Gimbo Harriet Robinah was seconded to ActionAid Zambia as Country Director and Head of Programs, Policy and campaigns from 1st February- 31st March. She led the Country through a challenging transition period in the absence of the Country Director, Head of programs and Finance Director among other staffing gaps. She particularly supported the recruitment of the Head of programs, Finance Director, Monitoring and evaluation Officer, Zambia Global platform Manager and the induction of the Country Director. She also laid the foundation for the start-up of the Southern Region Global platform in Zambia. Significant to this period was the stabilising of the financial reserve position of the affiliate and management of relations with the governing board.

It was a significant milestone in my leadership role to manage a challenging transition with most of the Country Management team away. It was made possible with support and guidance of the

Governing board, AAZ staff, Peer Country Directors, Southern and East Africa ActionAid Regional Office Nairobi, AAU Country Director and IS team. It turned into a positive opportunity for learning and testing my own and the teams' resilience in change management.

### 3- Shrinking political space working group

- Fred Kawooya, Co-Chair. ActionAid Uganda was delegated by S02 International Platform to Chair a federation wide Working Group on Shrinking Political Space. Through this role, AAU provided thought leadership in defining strategic direction for the federation on this important phenomenon. Actions from this engagement resulted in increased understanding within the federation on the relevancy and impact of Shrinking Political Space on our work, with increased organisation capacity to respond to threats of SPS leading to greater engagement in a number of countries in mitigating the negative impact of Shrinking political space. The federation has defined clear Organisation position in the issue and has embraced a strategic response strategy to guide future engagements with this mission critical reality.

### 4- Regional Global Networks

- The Civic Charter: Under the auspices of International Civil Society Centre, ActionAid joined other international actors including: Amnesty International, Oxfam International, CIVICUS, and International Centre for Not-for-Profit Law, Open Society Human Rights Initiative, The Africa Platform, among others in developing the Charter to develop a Civic Charter that we launch in Berlin, Germany on 26th October 2016. The Civic Charter underlines the centrality of people's participation as necessary to bring life, and give meaning to democracy. And that it is vital in protecting human rights, achieving development and building just, tolerant and peaceful societies. The essence of civic charter is therefore a commitment to harness the Power in People to engage People in Power and deliver justice for humanity and the planet. Since its launch, the charter has attracted.





## Strategy Development Process

The year 2017, ActionAid Uganda will be concluding the implementation of its current Country Strategy Paper IV that has been operational since 2012. The process for development and completion of a new strategy (Strategy Paper 5 – SP5) started in April 2016. This has been developed with participation and consultations of many stakeholders at local level, district level and national level. At local level, 20 participatory review and reflection meetings were held with community and sub-county representatives; 10 district level meetings with district technical staff; political leaders; CSO leaders; staff and partners; and 2 national level meetings. Their input and reflections have been incorporated into the strategy.

Similarly, ActionAid International has developed a new international strategy 2017-2028 “Action for Global Justice” that Uganda greatly supported through a tacking stock review of the current strategy; participation in drafting of the strategy and feedback to the strategy. The new strategy focuses on transforming ActionAid into a social justice organization with a new vision; mission and ways of working.

**Women and youth analysing key issues in Pallisa during a programme review and reflection meeting for strategy development.**



Photo: Stanley Wobusobozzi / AAU



## Fundraising

AAU continues to engage in fundraising for both regular giving and institutional fundraising. In 2016, we have signed contracts worth UGX 9.5 Billion. We raised UGX 3.6 Billion below the non-sponsorship income target of UGX 17.6 Billion as indicated in table below. Our donor engagement included World Bank, European Commission, DGF, DFID, UNFPA, UN Women, UN Habitat, UN Human Rights, UNDP, UNHCR and The Netherlands Embassy seeking for new funding and providing input into strategy development of the funding partners.

Table II: New contracts January to December 2016

	Funding Agency	Prog Theme	Contract Currency	Total (UGX) in Millions	Funding Flow by Year in Millions (UGX)				
					2016	2017	2018	2019	2020
1	Dutch Government	Governance	EUR 450,000	1,506	433	431	268	184	191
2	AWAMOU	Women Rights	GBP 3,800	19	19	-	-	-	-
3	UN Habitat	Livelihoods	US\$ 20,000	60	60	-	-	-	-
4	Alister Foundation	Women Rights	GBP 100,000	500	250	250	-	-	-
5	Hills	Governance	GBP 11,000	70	70	-	-	-	-
6	UNFPA	Women Rights	US\$ 231,000	748	0	-	-	-	-
7	DFG	Governance	GBP 372,257	1,787	800	987	-	-	-
8	DFID	Women Rights	GBP 308,841	1,430	1,430	-	-	-	-
9	AA Australia	Governance	AUD 50,000	125	74	51	-	-	-
10	AA Australia	Women Rights	AUD 55,000	150	69	81	-	-	-
11	European Union	Livelihood	EUR 856,288	2,779	1,300	493	493	493	-
12	AA Australia	Livelihood	AUD 33,000	83	37	46	-	-	-
13	DFID	Women Rights	GBP 75,000	329	329	-	-	-	-
				<b>9,586</b>	<b>4,871</b>	<b>2,339</b>	<b>761</b>	<b>677</b>	<b>191</b>

### Regular Income Sponsorship:

We opened the year with a total of 15,931 sponsorship links and as at end of December, 2016 the total number of links come to 14,776 links registering a net loss of 1,155 links especially from Brazil. The total sponsorship income for 2016 is UGX 7.4 billion.

# Internal Audit

## Introduction

Internal Auditing is an independent and objective assurance and consulting activity that is guided by the principle of adding value to improve the operations of AAU.

## Performance

The annual internal audit work was guided by a work plan that was approved by the Finance and Audit Committee of the Board. Thirty-eight audit assignments were undertaken and the results were shared with both management and Finance and Audit Committee of the Board where various actions were taken. Internal Audit unit provided management with information and analyses to assist in initiating improvements to operations and to strengthen internal controls. Internal Audit also provided advice and assistance on governance, risk management and controls. Management and the Board actively engaged Internal Audit unit through Management Audit Committees and the Finance and Audit Committee of the Board. Follow up on implementation of the audit recommendations was continuously done to ensure implementation of agreed actions.

## Risk Management

A risk register was maintained containing the key risks that would affect the delivery of AAU's objectives and the key mitigating strategies aimed at addressing them. To enhance the understanding of the sources of risk, the possible consequences and approaches to managing them, risks were categorized as follows; Operational risks, legal risks, financial risks and reputational risks. The review and update of the Risk register was a key part of the risk management process. The Audit Manager continuously kept track and reported on the status of implementation of risk management initiatives and updated the risk register. The risk register was discussed and updated quarterly by Management Audit Committee members and Board Committees and the Board reviewed the register twice in the year.



Photo: Stanley Wobusobozzi / AAU

**Communities reviewing and giving feedback to AAU work in 2016**

## Finance Performance

ActionAid International Uganda's total income in 2016 was Ushs 21.89 billion. This is considered an impressive result in the context of continued global recession, changes in priority of European governments away from development aid that has seen progressive cut backs in funds allocated to their external aid departments and a weakening GBP against the Uganda shilling. These account for the 2% reduction in income compared to the prior year.

The total expenditure was Ushs 22.29 billion before adjusting for the effects of unrealized exchange losses (of Ushs 686 million) on revaluation of foreign currency denominated bank deposits and AAIU's reserves held by AAI. This represents a 7% decrease compared to the prior year.

The overall deficit for the year ended was Ushs 1.08 billion. Included in this, is Ushs 0.522 billion (48%) unrealized exchange losses arising from translation of the GBP reserves held by AAI on behalf of ActionAid International Uganda using the spot rate as at 31 December 2016 as per information from our bankers.

Currency volatility in 2016 with an average realized rate of GBP1:Ushs 4,612 was 8% below our plan over the year. With the continued Eurozone crisis, failure to fulfil anticipated potential by the "BRICS" countries as alternative global economic power houses, and the unpredictable implications of the Brexit, currency risk remains high for an organisation like ActionAid Uganda that has almost 80% of its income directly received from Eurozone countries or countries with currencies influenced by the Euro and the GBP.

As part of our institutional priorities to reform financial management and control systems, a review of the finance policy and procedures' manual was done and approved at the December board meeting. We will continue to give input to the ongoing financial transformation projects at federation level that are focused on creating a robust platform for continuous improvements and alignment to the new strategy "Action for Global Justice"

<b>Financial dashboard</b>	<b>2016</b>	<b>Mov't</b>	<b>2015</b>	<b>Mov't</b>	<b>2014</b>
<b>Income and Expenditure statement</b>	<b>Ushs'000</b>	<b>%</b>	<b>Ushs'000</b>	<b>%</b>	<b>Ushs'000</b>
Total gross income (inclusive of flexible fund)	21,890,930	-2%	22,301,575	8%	20,678,673
Expenditure (excluding effects of currency valuation)	(22,286,621)	-7%	(23,997,770)	-9%	(26,459,863)
Period deficit	(395,691)		(1,696,195)		(5,781,190)
Child sponsorship income	10,127,029	-5%	10,677,502	5%	10,145,248
Child sponsorship income as a % of total income	46%		48%		49%
<b>Statement of financial position (Ushs'000)</b>					
Net Assets	8,703,743	-11%	9,785,821		9,474,309
Cash holding	2,346,149	-44%	4,187,896	79%	2,344,156
Exchange loss / (gain) on foreign currency asset translation	686,386		(2,007,707)		(214,894)

Note: Flexible Fund refers to the charge against child sponsorship income that is retained by AAI secretariat to meet its operational costs and cover temporary funding gaps for AA members or invest in new fundraising markets



## Income

ActionAid International Uganda's total gross income was Ushs 21.89 billion (before adjustment for flexible fund deduction of Ushs 896 million) for the year ended 31 December 2016 representing 2% decrease from Ushs 22.3 billion in the prior year. Our committed giving (Child sponsorship) income remained the highest single stream accounting for 46% of total income and is generated from funding members including: Brazil, Sweden, UK, Ireland, Australia, Spain and Italy. While there were anxieties over the Brexit, our funders were able to meet their commitments for the year. We received GBP 2.224million in 2016 from child sponsorship compared to GBP 2,169million in 2015 and as such the decrease in local currency equivalent is attributed to the weakening of the GBP against the Uganda shilling compared to 2015.

The overall level of our partnership income from institutional funders remained relatively the same compared to prior year and this was received from donors including: DFAT, DFID, DGF, UNFPA, EC, NiZa, UN Habitat and DANIDA, Ford Foundation, Berkeley Trust ,as well as individual donors from Greece, Ireland and the UK. A number of large long term contracts funded by DFID, DFAT and EC came to an end in 2016. However new contracts were signed with EC for work on Livelihoods, NiZa for work on governance and bridge funding for work around the women protection centres from DFID and UNFPA

## Expenditure

The total expenditure for the period ended was Ushs 21.39 billion exclusive of flexible fund deduction by AAI that has been presented as a separate line under the expenditure section of the statement of comprehensive income. This represents a 7% decrease compared to the previous year.

As a federation and in conformity with sector performance parameters, our expenditure is classified into four broad categories including: Programme expenditure, fundraising, governance and support costs.

Statutory Costs ('000)	2016	2015	Result	KPI
Programme Costs	17,957,300	19,157,730	84%	83% As % of total spend >65%
Support Costs	1,490,793	1,813,539	7%	8% As % of total spend <15%
Fundraising Costs	1,521,849	1,685,587	7%	7% As % of total income <22%
Governance	420,716	351,059	2%	2%
<b>TOTAL</b>	<b>21,390,658</b>	<b>23,007,915</b>		

The programme expenditure (after allocation of indirect programme costs) has reduced by 6% from Ushs 19.1 billion to Ushs 18 billion. This is largely attributed to large long terms contracts with DFAT and EC which ended in the third quarter of the year as well as the 54% cut in the DANIDA frame grant allocation for the governance work compared to the 2015 allocation of Euro 800,000.

Support costs reduced by 17% largely due to the implementation of a new staffing structure effective January 2016 and management employing cost- saving actions including limiting of residential meetings.

## Reserves Analysis

ActionAid members hold reserves to allow our work to continue during periods when income may fluctuate as a sign of our long term commitment to our communities we work with and for.

We divide our funds into:

- Restricted reserves: Funds that are earmarked for particular purposes for example an appeal to help victims of natural disasters, but have not been spent.
- Unrestricted reserves, being general funds which can be used for any expenditure in line with our mission.

According to the federation reserve policy, each member should maintain reserves of between 2 to 4 months of projected expenditure in the following year. The reserves defined here are funds from child supporters, typically committed givers, excluding property, plant and equipment. Balances which result from grants of partnership income for example donors are not included within the definition of reserves.

The reserves held by AAI on behalf of ActionAid Uganda as at 31 December 2016 were Ushs 5.5 billion (GBP 1.25 million) an increase of 14% from Ushs 4.813 billion (GBP 0.974 million) as at December 2015. This position is compliant to the federation reserve policy. These are represented as debtors within the statement of financial position.

## Audit and risk management

The organisation 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 organisation to ensure set objectives are met. Management carries out regular assessment of existing and potential risks and these are updated in the risk register together with identified mitigation strategies. The register is reviewed by the board on a quarterly basis.

## Outlook for 2017

Building on the extensive review and consultations with a wide range of internal and external resources that commenced in 2016, The organisation will be preparing for a transition into the new Country Strategy that is expected to be approved at the AGM in May 2017 and implemented in 2018. The new strategy promises to consolidate past successes, while at the same time making major strategic institutional shifts including people, systems and processes to deliver on the ambitious leap we want to make. With a new global strategy approved in December 2016 that emphasises a more networked federation of members and lean global secretariat, AAIU anticipates to take on more leadership roles across several functional units in specific areas of international work previously done by the secretariat including finance, programming and governance.

We cannot ignore the consequence of the challenging funding terrain. As such, a number of projects that will enable us to grow income have been identified. These include; improving our cost recovery (developed the Negotiated Indirect Cost Rate Agreement-NICRA policy draft), donor relationship building, seeking larger contracts, better articulation of our programming quality and niche, developing responsive policies and accountability systems to generate better levels of unrestricted institutional and non-institutional income. We shall focus resources we spend on building fundraising capacity as articulated in the financial sustainability plan and fundraising strategy approved in 2016.

Programme-led funding planning will continue to be our core anchor as it puts our strategy, theory of change and programmes at the heart of our fundraising so that we can attract the appropriate type and amount of money to match our programme ambitions. We shall be piloting a number of local fundraising products with a view of remaining the organisation of choice by our current supporters, as well as to attract individuals, new institutional donors and private sector corporate entities. We acknowledge that resourcing our mission will be a collective effort of the board, staff, communities and well wishers.

## Extracts of External Audit

### Report of the independent auditors on the summary financial statements to the Members of ActionAid International Uganda

#### Opinion

The summary financial statements, which comprise the summary statement of financial position as at 31 December 2016 and the statement of comprehensive income are derived from the audited financial statements of ActionAid International Uganda for the year ended 31 December 2016.

In our opinion, the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements in accordance with International Financial Reporting Standards and the Companies Act of Uganda.

#### Summary Financial Statements

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

#### The Audited Financial Statements and Our Report Thereon

We expressed an unmodified audit opinion on the audited financial statements in our report dated 11<sup>th</sup> May 2017.

#### Board Members' responsibilities for the Summary Financial Statements

The board members are responsible for the preparation of the summary financial statements in accordance with International Financial Reporting Standards and the Companies Act of Uganda.

#### Auditors' responsibility

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

  
**KPMG**

Certified Public Accountants  
3<sup>rd</sup> Floor, Rwenzori Courts  
Plot 2 & 4A, Nakasero Road  
P.O. Box 3509  
Kampala, Uganda

Date: 16 May 2017



**ACTIONAID INTERNATIONAL UGANDA**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016**

**STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016**

	Notes	2016 Ushs'000	2015 Ushs'000
<b>Income</b>			
Child sponsorship income	5	10,127,029	10,677,502
Partnership income-AAI	5	3,245,658	5,525,360
DFID	6	2,729,520	1,756,748
EC	7	1,750,318	532,908
DGF	8	1,593,143	2,019,124
Local income	4	<u>2,445,262</u>	<u>1,789,933</u>
<b>Total income</b>		<b><u>21,890,930</u></b>	<b><u>22,301,575</u></b>
<b>Expenditure</b>			
Personnel costs	9	6,417,368	5,908,578
Office costs	10	1,343,434	1,387,438
Transport and travel costs	11	674,023	731,565
Service costs	12	395,246	353,040
Capital costs	13	454,321	415,712
Direct programme costs	14	12,106,265	14,211,582
Flexible fund levy by AAI	15(a)	895,964	989,855
Unrealized exchange losses / (gains)	16	<u>686,386</u>	<u>(2,007,707)</u>
<b>Total expenditure</b>		<b><u>22,973,007</u></b>	<b><u>21,990,063</u></b>
<b>(Deficit) / Surplus for the year</b>		<b><u>(1,082,077)</u></b>	<b><u>311,512</u></b>
Other comprehensive income		-	-
<b>Total comprehensive income (Deficit) / Surplus</b>		<b><u>(1,082,077)</u></b>	<b><u>311,512</u></b>

The notes set out on pages 17 to 31 form an integral part of these financial statements.

**ACTIONAID INTERNATIONAL UGANDA**  
**AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2016**

**STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2016**

		2016	2015
		Ushs'000	Ushs'000
	Notes		
<b>Non-Current Assets</b>			
Property, plant and equipment	17	759,968	921,863
Prepaid lease rentals	18	<u>8,980</u>	<u>9,205</u>
<b>Total non-current assets</b>		<b><u>768,948</u></b>	<b><u>931,068</u></b>
<b>Current Assets</b>			
Receivables	19	7,019,934	6,285,242
Bank and cash balance	21	<u>2,346,149</u>	<u>4,187,896</u>
<b>Total current assets</b>		<b><u>9,366,083</u></b>	<b><u>10,473,138</u></b>
<b>Total Assets</b>		<b><u>10,135,031</u></b>	<b><u>11,404,206</u></b>
<b>Reserves and Liabilities</b>			
Revaluation reserves		8,959	9,183
Other reserves (held by AAI)	22	5,519,232	4,812,450
Accumulated local reserves		<u>3,175,552</u>	<u>4,964,188</u>
		<b><u>8,703,743</u></b>	<b><u>9,785,821</u></b>
<b>Current Liabilities</b>			
Payables/accrued liabilities	23	<u>1,431,288</u>	<u>1,618,385</u>
<b>Total reserves and liabilities</b>		<b><u>10,135,031</u></b>	<b><u>11,404,206</u></b>

The financial statements of ActionAid International Uganda, on pages 13 to 31, were approved by the National Governance board on.....<sup>22<sup>nd</sup></sup> April..... 2017 and were signed on its behalf by:

 <hr/> <b>Board Chairperson</b>	 <hr/> <b>Treasurer</b>	 <hr/> <b>Country Director</b>
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The notes set out on pages 17 to 31 form an integral part of these financial statement

## Corporate Governance

The prime directive of the ActionAid Board is mission fulfillment and therefore the board members are the fiduciaries who steer AAU towards a sustainable future by adopting sound, ethical, and legal governance and financial management policies.

This year, the board registered improvement in programme performance compared to 2015 in the three programmatic areas of women's rights and gender equality, sustainable livelihoods and participatory democracy and governance. In our Women's Rights and Gender Equality programme, we were able to raise awareness to gender based violence and successfully resolved 552 related cases through Alternative Dispute Resolution and court representation. We also partnered with FIDA (U) with funding from UNFPA to undertake the establishment special GBV Courts to ensure speedy justice for the victims.

The board presents its detailed report and the audited financial statements for the year ended 31 December 2016. These have been prepared in compliance with the organisation's Memorandum and Articles of Association, applicable law and the requirements of international financial reporting standards.

In 2016, key activities in line with the board roles included the following:

1. **Board composition and orientation:** The current board of Eleven (11) is balanced in terms of diversity, gender, age and regional representation, and expertise, skills and other factors needed for an effective board are adequately represented. The board continually carries out its role of recruitment and induction of new members.

A new International representative Ms. Orietta Varnelli from Italy joined the board and she brings with her a wealth of governance and entrepreneurship experience having served as the board chairperson of ActionAid Italy and being a successful entrepreneur of a globally recognised family brand.

The board also recruited a new member to fill the casual vacancy created by the departure of one member.

2. **Strategic Planning:** Bearing in mind vision, mission and values of ActionAid Uganda, the board collaboratively reviewed and contributed to the drafting of the Federations ten year strategy and the Country Strategic Paper V. The Board Chairperson participated in the approval of the strategy at an extra ordinary meeting of the federation in Arusha in December 2016.
3. **National Governance:** The board ensured timely legal and statutory compliance with government bodies such Uganda Registration Services Bureau, The NGO Board and Uganda Revenue Authority and ensured that the required remittances to the National Security Fund were made.
  - The board also reviewed and updated both the Constitution and the Governance manual to suit the current operating environment.
  - The 2016 Annual meeting was successfully held at which the 2015 Annual Report and Financial Accounts of the organisation were approved.
  - Five new members were also recruited to the general assembly to fulfill the constitutional requirement of 40 members.
  - The board also undertook a self-review and the key strategic issues for consideration were identified as having a clarity on the role of the board in fundraising and having clear exit strategies such that communities were empowered to survive without ActionAid.



4. **Policy Making:** The Finance Policy was reviewed and updated to suit ActionAid International fiscal practices as well as global standards.

The board also developed a comprehensive Procurement policy which had previously been a part of the Finance policy.

The board also intends to review the Human Resource Manual to ensure compliance with the current employment and labour laws.

5. **Financial Management:** The Organisation continues to be in good financial health. However, due to changes in our external operating environment, the year was a difficult year and saw a reduction in regular giving income arising out of foreign exchange losses amongst other factors. In August 2016, the Board effectively over saw the downward revision of the annual budget. The organisation's budget was fully discussed and that the independent auditor's report was reviewed by the board and necessary actions taken.

The Board also decided that Management should seek approval of the board for expenditure of funds on programme implementation outside the budget.

6. **Risk Management:** In line with the organisations guidelines on risk management, the board has developed a risk register, outlining the potential financial, governance, operational, external and compliance risks the organization could face, weighing the likelihood and potential impact of each and taking action to further mitigate those risks as appropriate. The register is reviewed on a quarterly basis by the board.

## Future plans

2016 was an eventful year which the organization has taken in its stride.

In line with the organization's business plan, we will focus on fundraising and sustainability; we will take stock of the strategy and impact of the three programme areas; Women's rights, Sustainable livelihoods and participatory democracy and governance. Our goal is to ensure improved programme quality, sustainability and empowerment of the communities to continue long after the departure of ActionAid and to continue engaging with government bodies on timely and quality service delivery.

All the above will be accomplished within the context of a new Country Strategy - CSP V that the Board will oversee the development of and commend to the General Assembly for approval in May 2017.

## Conclusion and looking into 2017



Photo: Samanya Kyategeka / AAU

### *Some of the children ActionAid works with look into the future in anticipation for social justice*

The year 2016 has been a great year with improvements in programme quality and harnessing opportunities that have enabled us to advance our mission. As we finalize the implementation of CSPIV in 2017, we shall continue to harness opportunities and learn for program quality and fundraising by taking stock of our triumphs and being cognizant of challenges and changes in the context. In 2017, we commit to delivering the following important institutional targets:

1. **Fundraising Turnaround:** We shall improve our income and fundraising performance following a recent foundation set on our Fundraising Strategy and a revamped Fundraising and Sponsorship Team. With a collective effort, we should be able to realize our target of UGX 15 Billion to resource our Mission in 2017.
2. **Completion of our Strategy Paper 5:** We shall complete our new Strategy Paper that will define our agenda and uniqueness for the next five years, making ActionAid Uganda a worthy investment destination for those that have funding for the social justice and development cause.

3. **Smooth Transition in our Internal Governance:** ActionAid Uganda's Board has been one of the strong pillars of our success. An organisation that is poorly governed is sure to go down the drains at worst and or remain stagnant at best. As the tenure of at least 4 Board Members from an excellent team of 11 come to an end, we shall ensure we get equally competent replacements. This requires the right calibre of members, first on our General Assembly and finally on the board. Given the significance of governance, this will be a critical priority in 2017.
4. **Strengthening our Control Environment and Contract Management:** In the wake of unprecedented crises of internal accountability that civil society is facing in Uganda, a strong internal control environment within ActionAid Uganda needs no more emphasis. Last year CMT developed an Anti-Corruption Policy for AA Uganda to augment the Whistle-blow policy that is already in place. This new policy, not only re-affirms our commitment to 'zero tolerance' to corruption but also sets the parameters of what we shall consider standard practice in our operations and internal accountability requirements.
5. **Testing and Learning from our work with Social Movements and People's Struggles:** The new International Strategy - 'Action for Global Justice' enjoins us to do more with social movements and support people's struggles, including those that are organised differently from the conventional registered NGOs and CBOs that we are accustomed to. In the Strategy Paper 5 being developed, we affirm a move in this direction. However, we also know that our tradition and set up is not made for some of these new entities that we shall partner with. We thus would like to use this year to test models of support and engagement with unconventional groups, learn and perfect a model that will not compromise our accountability standards but also not patronize them. We have a learning agenda cut out for us that will be as challenging as it is will be rewarding.



## Supporters, Donors and Partners

In 2016, AAU continued to partner and receive support of different sponsors and partners enabling us to deliver our commitments and aspirations made in the country Strategy Paper IV. We worked with a number of donors that supported our work and we are forever indebted to their commitment in advancing social justice.

### Funding Affiliates

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

### Funding Partners

1. Alistair Berkley Charitable Trust
2. Awamu CIC.
3. Ayuda en Acción (AeA)
4. Democratic Governance Facility (DGF)
5. Department of Foreign Affairs and Trade (DFAT)-Australia - ANCP
6. DFID-Uganda
7. DFID-UK
8. Dr Bhati
9. European Commission
10. Ford Foundation
11. Rush Foundation
12. UNFPA
13. UN Habitat
14. Jane and Martin Hill
15. The Maple Charitable Trust
16. Faroe Islands
17. Ministry of Foreign Affairs of the Netherlands
18. Agence Francaise de Developpement (AFD)
19. Dave and Angie Varey
20. Greek Volunteers

## Implementing Partners

With humility, we thank the partners that we have worked with in 2016 and have supported the delivery of our mission including:

Advocates for Research in Development (ARID)  
African Center for Energy and Mineral Policy (ACEMP)  
Anti-corruption Coalition Uganda (ACCU)  
Apalala Women's Group (AWG)  
Benet Lobby Group (BLG)  
Buseta Reflect Development Organisation (BUREDO)  
Community Action for Human Rights (CAFHUR)  
Environmental Management for Livelihood Improvement (EMLI)  
Family Life Survival (FALISU)  
Uganda Women Lawyers (FIDA)  
Forum for Community Transformation (FCT)  
Gogonyo reflect Development Organisation (GOREDO)  
Human Rights Activists and Monitoring Organization (HURAMO)  
Kalangala Community Radio (KCR)  
Kalangala District Education Forum (KADEFO)  
Kalangala District Forum of Person living with HIV/AIDs Network (KAFOPHAN)  
Kalangala District Women Initiative for Development (KADWID)  
Kapchorwa Bukwo Women Peace Initiative (KWIPI)  
Kapchorwa Civil Society Organization Alliance (KACSOA)  
Katakwi District Development Actors Network (KADDAN)  
Koena Aipieciatoi Farmers Association (KAFA)  
Makere Women in Development Association (MAWDA)  
Naboa Reflect Development Organsiation (NAREDO)  
Namutumba NGO Forum  
Nsinze Sub County HIV/AIDS workers Association (NSHAWA)  
Open Space Center (OCS)  
Pacego Women Club (PWC)  
Partner for Community Development (PCD)  
Public Affairs Center-Uganda (PAC)  
Ray of Hope (ROHO)  
Recreation for Development and Peace (RDP-U)  
Southern and East African Trade, Information and Negotiations Institute (SEATINI)  
Toroma Partnership Project (TPP)  
Tusitukirewamu Women Group (TWG)  
Uganda Child Rights NGO Network (UCRNN)  
Uganda Society for Disabled Children (USDC)  
Vision Care Foundation (VCF)

# act:onaid UGANDA BOARD

As of December 2016



**DR. CONSOLATA KABONESA**  
Chairperson



**NICHOLAS OPIYO**  
Vice Chairperson



**JUDITH KAMANYI**  
Member and Chairperson Board  
Governance & Development  
Committee (GBODC)



**CAROLINE EKOBU**  
Member & Chairperson  
Programmes Committee



**PROF. JASSY KWESIGA**  
Member



**EVELYN MUGENYI**  
Treasurer & Chairperson  
Finance & Audit Committee  
(FAC)



**MOSES OPONDO**  
Member



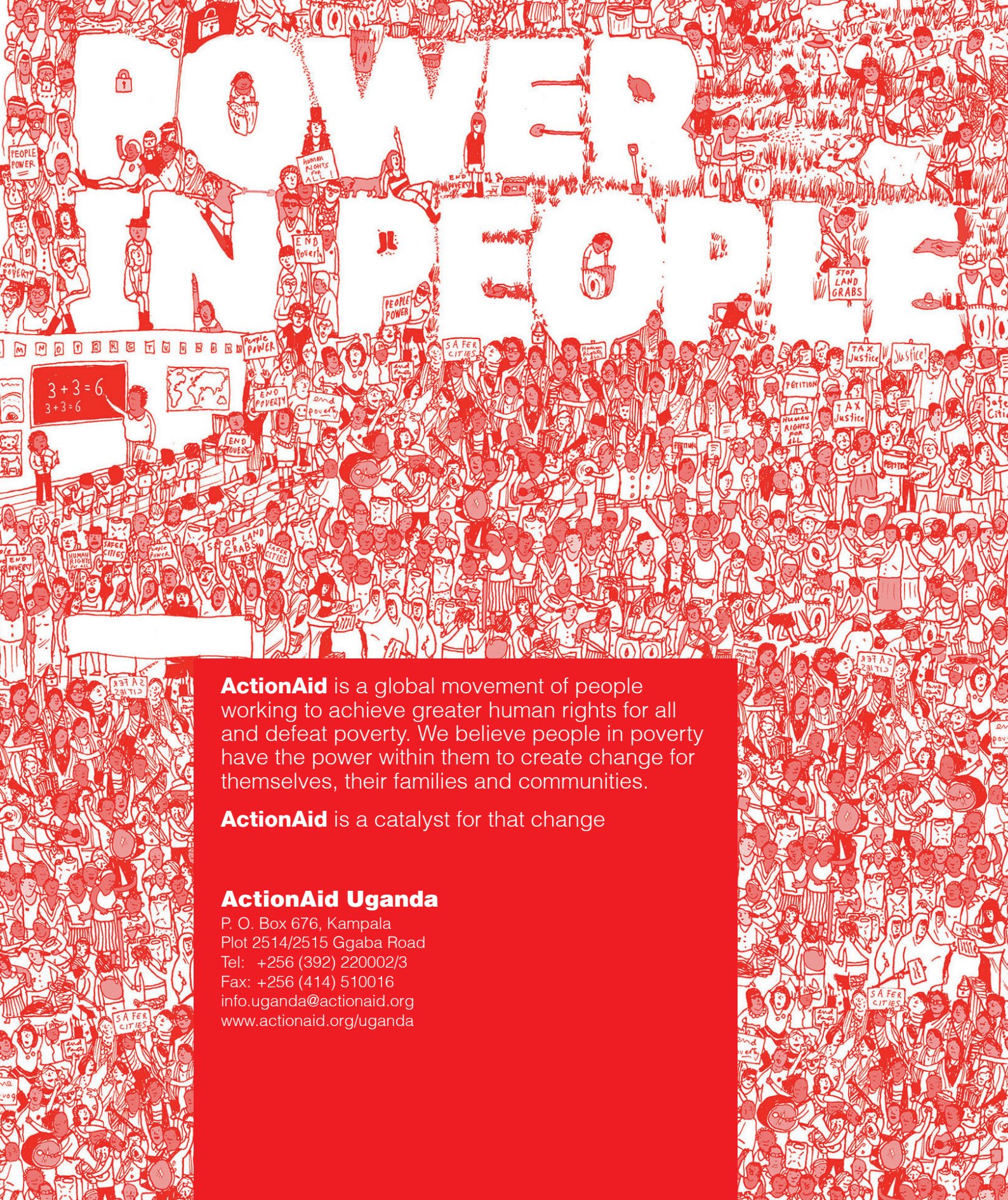
**CHARLES MWANGUHYA**  
Member



**DEOGRATIAS YIGA**  
Member

**Embracing Rights! Improving Lives!**





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

**ActionAid** is a catalyst for that change

### **ActionAid Uganda**

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