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**Celebrating Gains and
Triumph Towards Attainment
of Social Justice**



Annual
Report

2018



Our Identity

ActionAid International Uganda is a Ugandan national development organisation, affiliated to ActionAid international- a global federation of independent members and national programmes working in 47 countries across Africa, Asia, Europe and the Americas for a just and sustainable world. We have worked in Uganda since 1982. In Uganda we have a physical presence in 15 districts, in addition to collaborative work with our partners, reaching out to 37 districts, with deliberate focus on districts where the poor and vulnerable persons are concentrated.

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 movement s and their supporters

Our Values

Mutual respect, requiring us to recognize the innate worth of all people and the value of diversity.

Equity and Justice, requiring us to ensure the realization of our vision for everyone, irrespective of gender, sexual orientation, race, ethnicity, caste, class, age, HIV status, disability, location and religion.

Integrity, requiring us to be honest, transparent and accountable for the effectiveness of all 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 our pursuit to make the greatest possible impact on the causes of poverty, injustice, and gender inequality.

Independence from any religious or party-political affiliation: Humility, recognizing that we are part of a wider alliance against poverty and injustice.

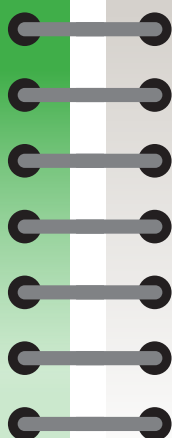
Humility, recognizing that we are part of a wider alliance against poverty and Injustice.

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Highlights of 2018 Performance along the three domains of change

Building power of people living in poverty and exclusion



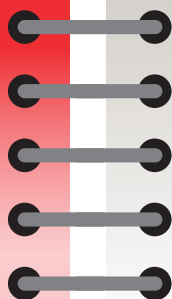
3,860 (2,156 f) young people trained in Climate Resilient Sustainable Agriculture

60,308 people (27,846 female) were mobilized and supported to exercise their political and civic rights

49,092 men, women and young people (20,221 female) sensitized on application of tools for social accountability

335 cases of corruption reported by citizens to anti-corruption agencies as a result of AAIU anti-corruption actions

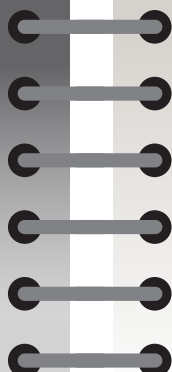
Creating the enabling environment



1,169 women and female youth were supported by AAIU and partners to enjoy their right to access land.

Over **50,000** evicted community members of the Artisanal and Small scale Miners in Mubende and Kasanda districts got **11** location licenses on **1,120** hectares approved by government

Greater access to and control over services and resources



476,872 people experienced improvement in the quality of public services by local governments

3,772 GBV survivors were supported to access justice through alternative dispute resolution and court representation

15,580 (6,309f) young people benefited from livelihood programmes of AAIU and government economic opportunities

Chairperson's Statement on the 2018 Annual Report

On behalf of the General Assembly and the Board of ActionAid International Uganda (AAIU), I am pleased to present to you the Annual Report of 2018. The year was a memorable one for AAIU as it commenced implementation of 5th Strategy- "Strengthening Struggles for Social Justice 2018-2022". The year also provided an opportunity to exhibit our resilience against an increasingly challenging operating context emerging from the siege of the organisation by security forces. This report is both a programatic and institutional milestone in our resolve to secure social justice for people living in extreme poverty and exclusion in areas where we work in Uganda.

In line with the strategic priorities of the Strategy, we have responded to key challenges underlying extreme poverty and exclusion in Uganda. This report highlights our renewed response to patriarchy and negative cultural practices and other forms of oppression against girls and women. In securing economic livelihoods of communities, we have supported courageous movements of communities to reclaim their land rights and promoted agroecological practices that reduce their vulnerability. Corruption remains a major challenge in Uganda, with the country ranked 149 out of 180 in the Transparency International 2017 corruption perception index. In 2018, we made significant progress in empowering citizens with information and supported their participation in decision making, promoting transparency and accountability in public service. We have embarked on supporting young people's movements, coalition and their organisations to provide leadership in fighting corruption at local, regional and national levels.

We extend our gratitude to the Management and Staff of ActionAid International Uganda for their relentless efforts in implementation of activities and programme in a fragile operating context. We particularly thank Ms. Christine Aboke for providing leadership as Interim Country Director for more than eight months

We are delighted to introduce Mr. Xavier Ejoyi appointed as Country Director in September 2018. He joined ActionAid International Uganda from USAID. We also welcome Ms. Irene Among an experienced social development practitioner and Mr. Constant Othieno Mayende, a seasoned accountant and Auditor to the ActionAid International Uganda National Governing Board, bringing the total board membership to eleven (11).

Finally, we welcome our renewed funding partnership agreements with key donors notably the Strategic Partnership Agreement (SPA) with DANIDA through ActionAid Demark, the Democratic Governance Facility (DGF) and the United Kingdom's Department for International Development (DFID). Recognizing the changing funding landscape characterized by changing donor priorities, increased scrutiny and competition, we are hopeful that these resources will make significant contribution to achieving the Strategy.



Nicholas Opiyo
Chairperson

Country Director's Statement on the 2018 Annual Report

I am pleased to present the 2018 Annual report on behalf of Management and Staff of ActionAid International Uganda as part of our accountability to rights holders, partners, the government of Uganda, donors and other stakeholders who support and draw inspiration from our work. The year has been a unique one, marking the first in the implementation of the 5th Strategy: Strengthening Struggles for Social Justice 2018-2022. This report comprises progress in achieving programmatic results highlighting key impact stories, our unique approaches of using feminist principles and working with social movements, people's organisations, activists and human rights defenders.

We are excited to report progress amidst a fragile operating context. In our work to promote women's access to social justice, we directly reached over 9206 women, men and young people empowering them to demand social justice, seek women's redress to sexual and gender-based violence, and end female genital cutting. In response to vulnerability to climate change. We have promoted community adaptation of sustainable agronomic practices resulting into reduced dependence on external inputs. We also supported communities to reclaim and protect their land rights in Amuru, Katakwi, Mubende, Nebbi, and Pader districts. Through working with community leaders and partners, we supported litigation, non-violent activism, and successful pushback on the regressive Land Acquisition Bill 2016. Our governance work played a catalytic role in strengthening citizens actions for promoting transparency and accountability in service delivery, promoting corporate accountability, tax justice and their participation in planning and budgeting. The highlight of this work came from online platforms of www.oilinuganda.org and www.ipaidabrike.or.ug websites that provided over 500,000 users credible information on oil and gas, and corruption in Uganda. We also deepened our work with young people, supporting opportunities for leadership in governance and anti-corruption, as well as economic livelihoods in agriculture and skilling.

In 2018, AAIU also embarked on organisational restructuring to align with the 5th strategy. This included remodeling of staffing structure and job roles, training in feminist leadership principles, social movements, management information system, among others. In addition, with support from the ActionAid International Global Secretariat, we underwent a Country Model Review which revealed that our structure was fit for purpose, relevant and sustainable.

We increased our total income levels in 2018 by 24% compared to that of 2017. Although the overall income fell short of the fundraising target, this increase represents a significant growth that we will build on in 2019, including deepening the solidarity fundraising initiative.

We wish to thank the Governing Board, General Assembly, partners, supporters and donors, and communities we work with in pursuit for social justice. It is my privilege to lead this organisation as we implement our new strategy, putting the rights of women and girls at the heart of all that we do.



Xavier Ejoyi
Country Director

Celebrating girls and women's struggles for social justice

Introduction

ActionAid International Uganda (AAIU) envisions a just, equitable and sustainable world for all. This ambition is informed by existence of wide-spread gender based inequalities manifested in unequal access to employment opportunities; failure to recognize the burden of care work, limited access, ownership and control over property especially land. Women and girls also suffer the most from poor public



Photo Credit: Ojumbo/ActionAid

services. These include drug stock out in maternity services centers, police form 3 stockouts and absence of hygiene changing rooms in schools occasionally leads to absenteeism by girls in primary schools. Important to note also is that even after the enactment of the AntiFGM Act, genital mutilation still occurs in North Eastern districts of Kapchorwa, Bukwo, Kween and Amudat. These are but a few of the manifestations of rights violations upon which our work is based

of social and economic justice by 2022, we undertook to mobilize women, their movements and networks at different levels through building the capacity of female youth, women coalitions and individuals to challenge all forms of injustices; enhance women leaders' and girls' actions to hold the state to account for the provision of gender responsive public services; respect and promote their right to freedom from all forms of violence, access to, ownership and control of productive resources and related proceeds among others.

Between 2018 to 2022 AAIU planned to support 1,704 women and girls to take up positions of leadership and decision making process at various levels; we anticipate to support 5,689 women and girls in prevention and response to GBV through our GBV shelters across the country; and we target to sensitize 28,323 people on women and girl's right to freedom from violence and to support

individual and collective efforts by women, their organisations and groups to achieve greater social and economic justice.

While women and girls continue to suffer the above injustice rooted in patriarchy and neo liberal unbridled capitalism, our collective efforts of working with individuals, movements, coalitions and networks have yielded positive results towards realization of women and girls rights. Women and their organisations have been able to challenge negative cultural practices; challenge unjust and unequal power and collectively supported each other to seek redress for social injustice as well as expanded space for girls and women's engagement across levels. In the following sections we demonstrate the results achieved in 2018 against our ambitions.

Women's indestructible journey to leadership

Through awareness raising programme on women and girls' rights, 452 women took action to demand for social justice, 175 of whom were young women below 30 years. In Katakwi district women were supported to establish a Katakwi Women's Forum. The movement is mandated to advance and amplify the voices of women at the district and other platforms and to enable further mobilization of women, create safe space for engagement and have leadership for women issues in the district. The Forum comprised 40 women with representation from the 10 sub counties of Katakwi district with a blend of gender-based violence survivor support group representatives, opinion leaders, retired political women leaders, senior women teachers, Iteso cultural women leaders and local community activists.. Katakwi women's forum has witnessed a rise of women into leadership at local and district levels with 2 women elected as LCI Chairpersons, 1 Chairperson to the women league, 3 Parish Councilors, 3 District Councilors and 2 Clan leaders. The leaders and other women they mobilized held a mass protest to challenge government introduction of taxes on mobile money. Similar efforts were undertaken in Pallisa, Masindi and Nebbi districts.

Women and girls in leadership and demanding for social change



Source: ActionAid International Uganda MIS



From a GBV survivor to a transformed leader

Ms Jacqueline Opar Jacqueline the L.C III Chairperson Thatha Division, Nebbi Municipal Council and a beneficiary of the Nebbi Women protection centre during one meeting stated “I appreciate the role of ActionAid in supporting poor women in Nebbi who still believe that women cannot take up leadership positions like I am now. The situation is made worse by the multi-party system in the country that has divided women even further that we no longer identify ourselves as women with a common agenda! My struggle to mobilise funds for the campaigns was a tough one and I believe it’s the same for women out there”. Having gone through a series of counselling sessions at AAIU I was encouraged to participate in decision making at my home. I have received several training opportunities by ActionAid, Agency for Accelerated Regional Development-AFARD, Uganda women’s Network-UWONET and Action for Development-ACFORDE on leadership skills, GBV prevention and feminist leadership. I later felt I can lead and contested for head of local council III seat which I eventually won. I cannot believe that I am the only female LC III Chairperson in Nebbi district. Considering the power, I have, I can ably address women and men during district meetings, community gatherings and during public gatherings. I can ably push the women’s agenda at the municipality during budgetary development processes.”I use my experience to encourage women especially young girls to speak out and advance their rights. Collectively we can make a difference.



Photo Credit: Matilda Natukunda /ActionAid

Challenging power! Promoting social norm change

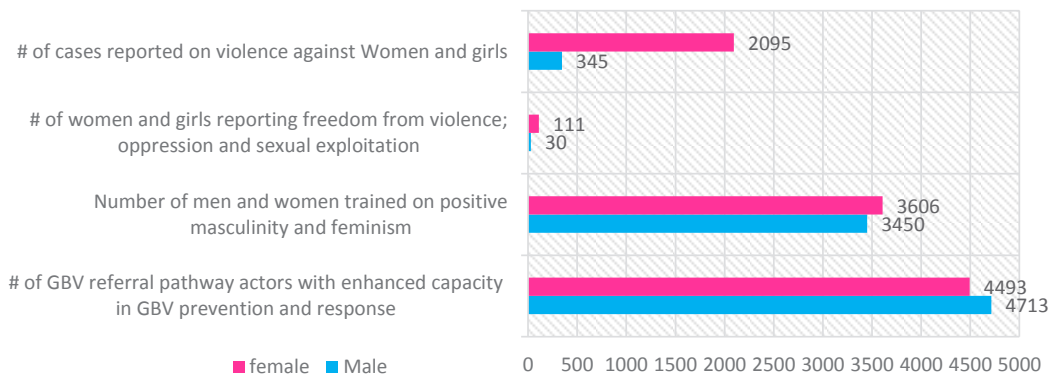
AAIU with funding from UKAid in partnership with MIFUMI and Centre for Domestic Violence Prevention (CEDOVIP) are implementing a comprehensive programme towards Supporting Uganda's Response to Gender Equality (SURGE) using Start, Awareness and Support Action (SASA) Methodology and Alternative Models to prevention and response to GBV at different levels. In 2018 AAIU reached out to a total of 3,772 women and girls with GBV redress mechanisms that included alternative dispute resolution (ADR), Access to Justice through supporting survivor court representation processes and fees. Altogether 330 GBV survivors were accommodated at the 13 shelters; 1,311 cases concluded and 1,665 referred to other actors.

AAIU in partnership with the international Conference on the Great Lakes Region (ICGLR) facility and Uganda Police Force conducted training on forensic evidence collection on sexual offenses for 48 (13 f) participants. This training resulted in improvements in the preservation of evidence; stronger relationships between duty bearers that include the Scene of Crime Officers, Child and family protection, State Prosecutors, Criminal investigation Officers, Probation and gender in the management of evidence. The learnings have been integrated into the messages passed on Radio, community meetings and other spaces for communities to learn from.



Participants at the sexual evidence collection and management training supported by UKAid

Capacity enhancement and response to GBV



Source: ActionAid International Uganda MIS

Civil Society in Kapchorwa caucus to end Female Genital Cutting

AAIU in partnership with Kapchorwa Civil Society Organisations' Alliance (KACSOA) undertook a study to ascertain the drivers and actions that could be undertaken to end Female Genital Cutting (FGC). Through reflections with the communities on possible collective approaches to end the practice, a regional platform for young women leaders was formed to champion the campaign against female genital cutting in Sebei region. The platform provides space for reflection and re-strategizing on individual and collective social norm change actions as well as empowering women and girls to challenge FGC at individual, family and community level. The platform comprises 50 women and girls, 10 platform-patrons with representation from the Resident District Commissioner, former surgeons, survivors of FGC, school matrons among others. They all committed to challenge the negative social cultural norms and practices that perpetrate abuse of women and girls' rights in Sebei Region. They undertook individual and collective efforts to reach out to Schools, churches and communities to denounce the practice of FGC among communities.

Boys and men join the campaign to end GBV

Efforts to contribute towards social norm change, beliefs and practices requires working with men and boys in promoting progressive practices that foster and uphold women and girls' rights in the communities. AAIU has trained 2,494 men on positive masculinity of whom 1,416 were men above 30 years, 834 male youth and 244 children. This will go a long way in building progressive social norms leading to men and boys denouncing non progressive cultural practices as well as supporting women and girls in their communities to address the drivers of GBV. The RDC of Nwoya district, during the district commemoration of International Women's day in Lungulu sub county called on the community leaders to address the structural barriers and discriminatory social norms which continue to constrain women's decision-making powers and political participation. He noted that *"While the women work so hard, they continue to be denied equal access to productive resources and assets. They are also the most affected by the poor quality of social services such as education, health care, water and sanitation. Worse still, their labor remains invisible and unpaid. This status must be challenged for the better."*

Steps towards women control and ownership of productive resources

Empowerment is at the center of ActionAid's approach to change. Out of the awareness raising, support to justice and follow up, 197 women reported having access to and control over land, productive resources and proceeds therefrom. 70 women reported having control over their incomes and demonstrating economic independence while 226 women and female youth became more financially stable and demonstrated leadership capacity in both their household and communities.



Representatives of PWD during the stakeholder's national dialogue

In related intervention on women's economic empowerment, 90 women in Amuru were identified, trained on small business skills enterprise management and supported with capital and start-up materials for income generation activities to enhance household incomes. This is demonstrated by the story of Lucy Aloyo whose level of confidence was boosted, family relations strengthened, and leadership capability enhanced.

Lucy's story

My name is Lucy Aloyo. I am 40-years old and a mother of 10 children (6 girls). I live in Ower village in Amuru district. The Lord's Resistance Army (LRA) attacked my village and three of my brothers in law were killed. I was wounded on the right hand. My husband and I worked hard farming and bought animals. One day my husband sold all the animals we had, and even when I didn't see the money, I remained silent. In another incident my husband wanted the eighth child, again I could not object because he would turn violent. At this time life became so miserable for me, with so many children, being beaten and insulted by my husband every day.



Photo Credit: ActionAid Amuru

Lucy in her garden

Besides my in-laws started advising him to get another wife which he did. All the little money I would get from the farm would be used to pay school fees for the children and medical bills.

In 2015, I reported my case to the Community Development Officer (CDO) of Amuru Town council who referred me to ActionAid Gender Based Violence shelter in Amuru for support. I was counseled, my husband was invited to a mediation and he committed to change and not be violent towards me.

The shelter staff kept visiting my family to check on how we were doing. In 2016, when this economic empowerment intervention started in Amuru, I was identified among vulnerable women to benefit. I received training in small business skills enterprise management. I was also supported with income generating items to enable me sell silver fish which I had chosen to do. From the silver fish business, I was able to raise money which enabled me to start another business of buying and selling onions. I get a profit of UGX 80,000 weekly. I am now also growing tomatoes and vegetable which fetches me extra money.

"ActionAid brought change in my life. My husband has also changed, he is a good and supportive husband. We are able to do a number of things together for example we share and plan together and am able to save some money and open up a bank account" says Lucy.

Summary of first year performance against five-year thematic target

Overall performance under the women and girls' access to social justice theme, we exceeded the targets of the first year on many indicators for instance out of a targeted 28,232 people for sensitization on freedom from all forms of violence to be achieved in five years, already in the first year we achieved 9,206 accounting for 33%. Under the indicator "Number of women, girls, men and young people sensitized on land rights" the target for five years was 8,052 but the first year alone we reached 2,760 representing 34% instead of 20%. We are upbeat about the likelihood to achieve and exceed the anticipated outcomes. Given the outputs and activity implementation rates for the first year, we are optimistic about the likelihood for attitudes and behavioural changes among stakeholders. Our estimation is that a realistic measure of magnitude of impact will happen in the third year of implementation.

Lessons learnt

Strengthening and drawing linkages towards building a strong women's movement that over sees the aspirations of the women's agenda is instrumental for reaching out to all the women. This will ensure that the views and aspirations of the rural women are reflected in national, regional and international advocacy spaces.

Women's access to and control over economic and financial resources is critical for the achievement of gender equality and empowerment of women. Equitable and sustainable economic growth and development requires that quality in the distribution of economic and financial resources should have positive multiplier effects for a range of key development goals.



Photo Credit: Ojumbo/ActionAid

Ms Christine Iga (right) from the IGG's office registering corruption related complaints during anticorruption caravan.

Accelerating Community Resilience to Climate Change

Introduction:

Regardless of the level at which it is viewed, the reckless exploitation of natural resources at global, national and community level continues to compound the misery of communities especially of small holder farmers. The irresponsible resource use accelerates climate change which in turn complicates livelihood streams of communities who rely almost entirely on rain fed agriculture. In Uganda less than 0.5% of the six million households practice some form of irrigation. The depletion of water sources and forest cover worsens the already disproportionate burden of unpaid care work on women who have to move even longer distances in search of water and firewood among other difficulties. Besides water and forest cover depletion, soil health in many communities due to application of unsustainable agricultural practices and meagre resource allocation of less than 3% direct national budget towards agriculture affects production and productivity.

To reduce ever growing effects of climate change on Agriculture and on people living in poverty, championing the adaptation to climate change is a central theme to our approach to food sovereignty and resilience. In the 5th strategy 2018-2022 we set of to achieve quite a number of results but below is a highlight of the priorities for the five year period:

At least 14,295 (8,194f) smallholder farmers practicing climate change adaptation measures; increase the proportion of small holder farmers reporting food security from 69% to 80% in the areas where we work; 7,891 Farmer reporting increased income as a result of applying climate resilient sustainable agriculture-CRSA related practices and knowledge; and 8,518 Small holder farmers trained in climate change adaptation practices

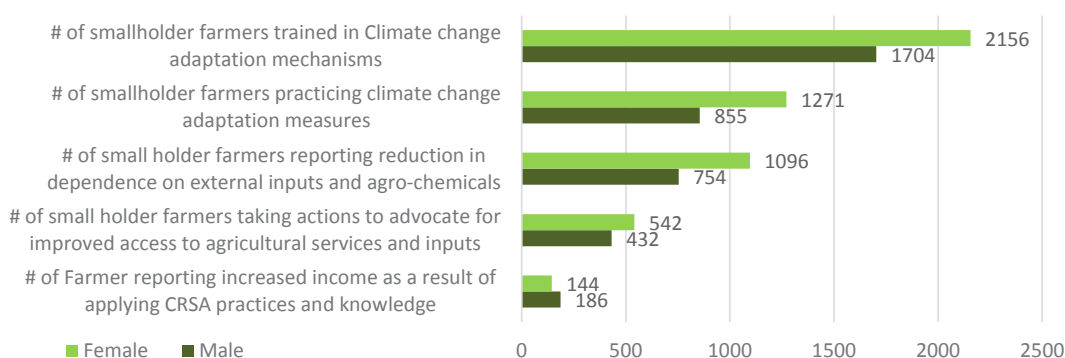
In the strategy AAIU set to train directly 1,220 persons in disaster risk reduction, to support 3,080 small holder farmers to join or form cooperative movements for greater voice and climate justice and; to achieve 8,518 small holder farmers reporting reduction in the dependence on external inputs and agrochemical ActionAid expects to use these results as evidence for advocacy towards increased funding not only for agriculture but agroecology at all levels.

Accordingly, in 2018 AAIU sought to increase the resilience of people living in extreme poverty especially the small holder farmers' productivity through agroecological farming practices, strengthening farmers' voices through collectives to advance their right to land, quality services and climate justice. Significant progress was made in that direction as has been set out below:

Communities adapting agroecology for resilience

During the reporting period 1,850 young farmers (1,096 f) reported reduced dependence on external agricultural inputs and agrochemicals. Out of these a total of 330 (186f) reported increased incomes as a result of applying climate resilient sustainable agriculture models. From the model we mainly emphasized sustainable soil conservation, strengthening farmer institutions, sustainable water management and agrobiodiversity preservation. The efforts were beefed up by the collaboration with farmers' institutions like District based platforms, linkage to research institutions like Ngetta, Arapai and the Uganda Cooperative, Savings and Credit Union to support capacity enhancement and extension services benefiting 544 small holder farmers. The results were a product of intensive trainings of 3,860 (2,156f) mostly young people in CRSA in the districts of Kotido, Pallisa, Katakwi, Amuru, Nwoya, Pader and Lira of which a total of 2,126 young people (1,271f) put into practice the various techniques learned from the agroecological farming trainings.

Small holder Farmers Capacity Development and Resilience

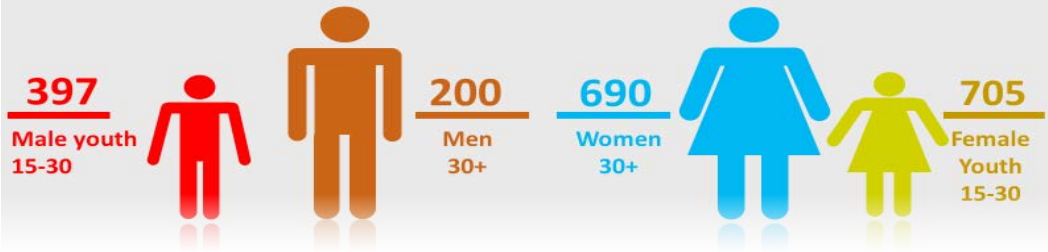


Source: ActionAid International Uganda MIS

Small-holder farmers benefiting from collectives in Agriculture

Through their membership to village savings and loan association- VSLAs, Savings and Credit and Cooperative Organisations, a total of 1992 women and other small holder farmers accessed credit. Through these micro lending schemes, farmers were able to secure small loans on their own terms without impoverishing themselves through formal unaffordable credit options which are more costly to the rural communities.

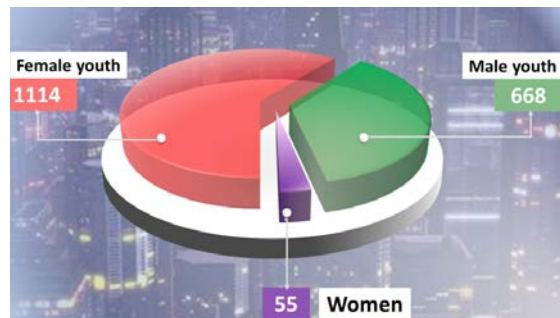
Number of Women and Smallholder farmers with access to credit from VSLAs, SACCOs and Cooperatives



Women and young people celebrate access and ownership of land.

Our work around land rights reveals growing tensions, threats and actual eviction of communities and individuals from their land across the regions where we work. In 2018 AAIU supported community and individual efforts to reclaim and protect the rights to own land. In particular a total of 1,837 (1,169f) people mostly youth were supported by AAIU and land rights focused partners to access land. these were from communities in Katakwi, Amuru, Nebbi, Mubende and Pader districts.

Number of Small holder farmers benefiting from cooperatives in Agriculture



Source: ActionAid International Uganda MIS



“I have a right to own land”

Joanita Nabimanya a 21 year old farmer with 3 children (two girls) a resident of Nsanvu L.C.1, Butologo sub county in Mubende district. While pregnant, she lost her husband in a fatal accident. Before the death of the husband, he had received a piece of land where he built his house and occupied it with his family. After the husband’s death, the survivor’s in-laws started chasing her out of the house and they also took away her three cows and five goats they had acquired together.



Photo Credit: Catherine Tusiime/ActionAid

Joanita in Mubende celebrating land repossession from her in-laws

She reported her in-laws to the Local Council 1 (village administrative unit) Chairperson of her area who tried to resolve the issues and later referred the survivor to GBV Shelter, Mubende for further management. On arrival, she was handled by the Psychosocial Officer who opened a case file, counseled her and wrote an invitation letter asking the in-laws to attend the mediation meeting at the GBV Shelter

The in-laws were cooperative and attended the mediation at the shelter which was facilitated by the shelter staff as a neutral party. The mediation went on smoothly and the in-laws were able to appreciate the laws regarding handling property of the deceased. The in-laws agreed to harvest their crops from the survivor’s land and let the survivor use and utilize her land with the children. A home follow-up visit was done and the survivor begun utilizing the land, she got back some of her cows one of which she sold and paid medical bills and tuition fees for her children. She also reported freedom from violence.

The survivor was reported saying *“I am so grateful to ActionAid-Mubende for helping me get back my property and can now make decisions in the family meetings and my home. I will do all I can to see that I raise my children if even if their paternal relatives refuse to support them”*.

Citizens push back government on regressive land acquisition Bill 2016

The citizens of Uganda with support of ActionAid in partnership with 66 other CSOs working on citizens’ land rights in Uganda secured victory in 2018 when Government abandoned its efforts to amend article 26 of the constitution. A successful amendment through constitutional Bill 2016 would have granted government the power to compulsorily acquire land prior to fair and adequate compensation of the landowner.



Young women harvesting beans from a group garden in Panyangara Sub county, Kotido, with funding from EU

Challenges!

Cultural beliefs. There are entrenched cultural beliefs among communities that occasionally hinder individual farmers' actions. For instance, in some communities in Karamoja region the elders do not give consent, farmers cannot engage in early planting before the spirits give clearance to do so.

False solutions: Majority of community members and technocrats in the agriculture sector easily settle for false solutions brought about by the green revolution like genetically modified organism-GMOs and other unsustainable solutions. Government having failed to honor her commitments to adequately fund the conventional agriculture may be less willing to increase resource allocation to agroecological farming which is farmer inclusive in the design of solutions.

Summary of first year performance against five-year thematic targets

In terms of the population directly reached under the community resilience to climate change, we registered a total of 9,104 against a five-year target of 21,303 people. This represents 43% achievement in the first year alone. The subject of reach included training of small holders farmers in climate change adaptation mechanisms; number of small holders farmers supported with quality inputs for agricultural enterprise startups; farmers facilitated to participate in cross learning visits and training in disaster risk reduction and resilience. Under this theme at the close of the 1st year we are on the right course towards achieving set targets.

People's Action for Democratic Governance

Introduction:

Our governance theme-“People’s actions for Democratic Governance” was generated against a national context of escalating impunity, decline in rule of law and democracy as evidenced by shrinking civic and political space, collapse of bottom-up planning and budgeting processes at local government level; less vibrant decentralization system delivering poor public services alongside increasing citizens’ apathy; the ever-present cancer of corruption which in turn compromises quality of service delivery and facilitates inequality and poverty and injustice. Although there has been progress in the establishment of legal, institutional and policy framework, the operationalization of systems to work for the common good continues to elude many. AAIU therefore seeks to foster citizen participation in governance processes, enhance transparency and accountability through anticorruption initiatives, corporate accountability, extractives governance, tax justice and people’s involvement in monitoring provision of gender responsiveness of public services, and strengthening people’s collective efforts in the quest for social justice.



Photo Credit: Media Factory

Between 2018 and 2022 we expect to see 10,642 men women and young people (4,532 f) engaged in advocacy to hold government and corporates to account;

We planned to achieve at least 229,527 (108,415 F) people and their organisations participating in directly monitoring government programmes and processes across the country but more especially at local government level;

We will in partnership with other CSOs and citizens achieve increased resourcing of local government beyond the current 13% of national budget to at least 25 %

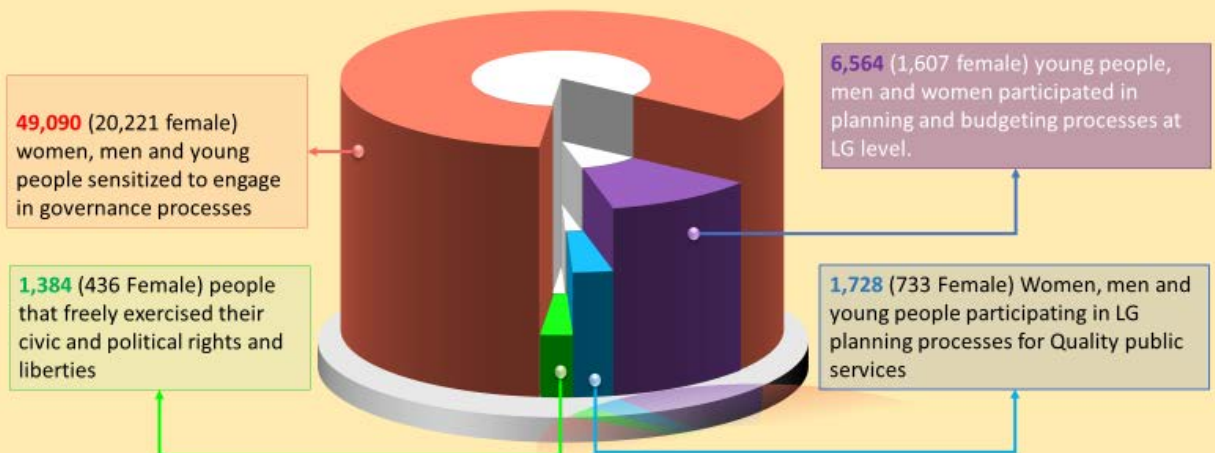
For the same period, we planned to train 17,635 people in budget tracking and services delivery standards for effective monitoring by citizens.

Against the above five-year ambition, in the first year of the strategy following were our key achievements:

Catalyzing Public participation in decision making:

During the reporting period, a total of 60,308 people (27,846 female) were mobilized and supported to exercise their political and civic rights including participating in local government planning and budget processes, monitoring government programmes and demanding accountability from the state. This was, in part, as a result of empowerment actions undertaken with 49,092 people (20,221 Female) through sensitization on citizens’ civic rights, duties and entitlements; and skilling in the application of social accountability tools such as Public Expenditure Tracking- PETs, Economic Literacy and Budget Advocacy for Governance- ELBAG and scorecards to generate evidence. As a result, 476,872 people experienced improvement in the quality of public services by local governments while an additional 730 reported access to structures for redress of their civil rights violations.

CITIZENS EMPOWERMENT AND CIVIC PARTICIPATION



Source: ActionAid International Uganda MIS

Fostering transparency and accountability in Uganda:

Through our online (IPAIDABRIBE) platform on reporting bribery, our anti-corruption caravans, dialogues, debates in schools, and media engagements, AAIU sensitized, and mobilized over 5,200,000 people to engage in the fight against corruption. These engagements resulted in increased vigilance of the citizen on the conduct of public officials with evidence of citizens reporting and taking action against the corrupt officials. For instance, as a result of the anti-corruption caravans and our online platform www.ipaidabribe.or.ug,

335 cases of corruption were reported by the citizens and handed over to the responsible agencies of government for further investigation and action. In Kapchorwa district, 3 government officials were interdicted.



Inspiring positive change through integrity awards:

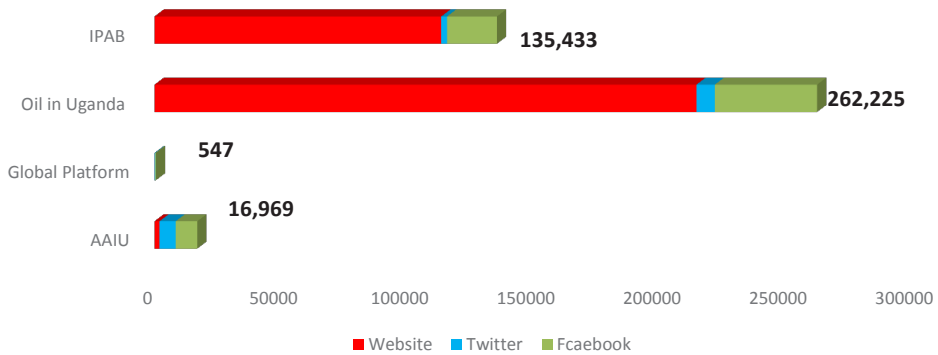
In collaboration with the Inspectorate of Government, Directorate of Ethics and Integrity, and Office of the Auditor General, AAIU organized the annual integrity recognition awards event. Six local government officials (4M, 2F) from of Acholi, Lango, Teso, West Nile and Bunyoro sub region were nominated by their citizens for their outstanding contribution in public service. These committed to be ambassadors to champion the fight against corruption and promoting integrity in their districts. The initiative was highly recognized as an alternative means to fight the vice. The Directorate of Ethics and Integrity promised to embed the ActionAid International Uganda's integrity awards into the 6th National Anti-Corruption Strategy to promote transparency and accountability in public services delivery.

Promoting Corporate Accountability and respect for human and people's rights:

AAIUs 5th strategy committed to providing credible information as a public-good and tool to foster citizen action. Through our Oil in Uganda (OIU) website <https://www.oilinuganda.org/> AAIU reached out to 415,174 people with information regarding the oil and gas sector and what needs to be done about corruption. In a related achievement, 4,270 people increased their awareness on the relationship between taxation, service delivery and their rights and obligations. Increased access to information has also led to enhanced interest, understanding, analysis and debate among citizens on extractives sector. Access to information among citizens has further led to increased assertiveness and reporting by citizens on human rights violations. For instance, working with four media houses, AAIU profiled five cases of human rights abuses and violations in the extractives sector in Nwoya, Nebbi, Packwach, Panyimur and Alwi where oil activities and seismic surveys in search for oil were conducted between 2013 and 2015.

The cases were published in the national dailies and most outstanding outcome is that Total E&P took it upon themselves to revisit the communities in the affected areas to address complaints of inadequate compensation and restoration of environment in Panyimur community. The restored area is no longer dangerous to livestock, though compensation arrangements are still being worked out.

Number of People reached on Oil, Gas, extractives management and anti-corruption through Social Media



Source: ActionAid International Uganda MIS

Triumph as Mubende Gold Miners regain their working space:

Following the violent eviction of over 50,000 people, loss of their assets, and arrest of about 70 people by government in favor of an international mining company AUC Mining Ltd in August 2017, the fate of small scale miners hung in a balance when AUC mining Ltd refused to honor the presidential directive to give 30% of illegally acquired land back to the displaced miners. After a year of protracted struggle with government in Mubende, the evicted Artisanal and Small-scale Miners in Mubende and Kasanda districts finally had 11 location licenses on 1,120 hectares of land granted to them in November 2018. This was possible after AAIU supported multiple actions of media campaign, litigation, mediation and dialogue between the Ministry of Energy and Mineral Development (MEMD), the President’s Office, and the miners associations. The emerging miners’ movement resulted in increased recognition and respect for the ASMs by the government. The miners’ association emerged as a stronger entity with capacity to speak for the interests of their member.



Small scale artisanal miners back to the mines

Photo Credit: Josephine Nababale/AtionAid

The ASMs Chairman John Bosco Bukya attributed this achievement to the meticulously planned and executed struggle that they engaged in with the support of ActionAid.

Spurring Citizens' Movement against Corruption

Uganda remains one of the most corrupt countries in the world Ranked 149 out of 180 most corrupt countries in 2018 by the Transparency International's global anti-corruption perception index report. This not only deprived Ugandans of quality public services but also undermined democratic governance, rule of law, constitutionalism and economic growth and development. This situation prompted groups of courageous and dedicated citizens (1,920) and civil society (126) to take direct action against corruption in Uganda. In 2018, citizens undertook eight anti-corruption initiatives which included; the revival of Black Monday movement, The anti-corruption caravan, integrity awards, the citizens monitor and journalists, Marathons against corruption, revival of District Local Government integrity forums and awards, the Ipaidabiribe initiatives and the civil society district and national accountability working groups and platforms. As a result, citizens registered and reported 335 cases of corruption to anti-corruption agencies (Inspector General of Government and Directorate of Ethics and Integrity). Up to 25 cases were successfully investigated and prosecuted, and the rest are still undergoing investigation. Much as the impact of citizens anti-corruption initiatives in 2018 has been modest, the foundation set by citizens will be game-changing in the long run.

Citizens marching through streets of Soroti in eastern Uganda demonstrating desire for quality public services

Photo Credit: Ojumbo/AtionAid



Summary of first year performance against five-year thematic target

The target number of people to be impacted by AAIU and partners' action over five years under the governance theme is 1,551,714. At the end of the first year of implementation, the actual was 566,374 people. It is encouraging progress to have achieved 36% of the five-year target. This shows that we were above the expected performance. In terms of reach to the beneficiaries through empowerment actions like sensitization, training and information sharing, the target for the five years was 243,576 while actual reach in 2018 stood at 59,793 thereby accounting for 25%. In aggregate terms we achieved much more than planned and there is every reason to believe that we will achieve the long term objective.



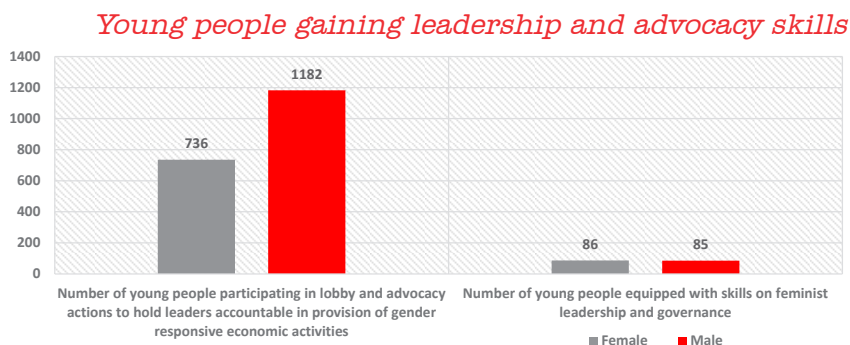
Leadership and Economic Opportunities for young people

Introduction:

Focus on young people draws its strength from the demographic characteristics of our country Uganda as well as the social, economic and political profile of the young people. The young people are not adequately represented in strategic decision-making spaces. Unemployment among the young people is above 62%. Many more are underemployed in poorly regulated formal and informal sectors. As a result of their vulnerability, the youth are often manipulated for selfish political gains as agents of violence for short term gains. Although national statistics indicate a growing economy, the opportunities for jobs seem to be growing at a slower rate. It is also commonplace to encounter foreign companies bringing into the country workers for job that could be done by Ugandans. This scenario is created by a combination of factors including: a negative mindset among the youth towards especially blue-collar work, lack of skills, inadequate training opportunities and poorly negotiated agreements between government and investors that exclude young people. Given this background AAIU undertook to contribute to practical skills development among young people for sustainable self-employment; to enhance leadership skills among young people and mindset shift from seeking quick gains and phobia for hard work.

This section highlights some of the key achievements that our work accomplished while working with and for young people. We highlight these achievements against each of the outcomes we set to achieve in the 5th Strategy Paper as below;

Young people demonstrate Feminist leadership and Advocacy skills



Source: ActionAid International Uganda MIS

From the graph above, 1,182 male youth and 736 female youth actively participated in lobbying and advocacy actions across the areas where we work to hold leaders

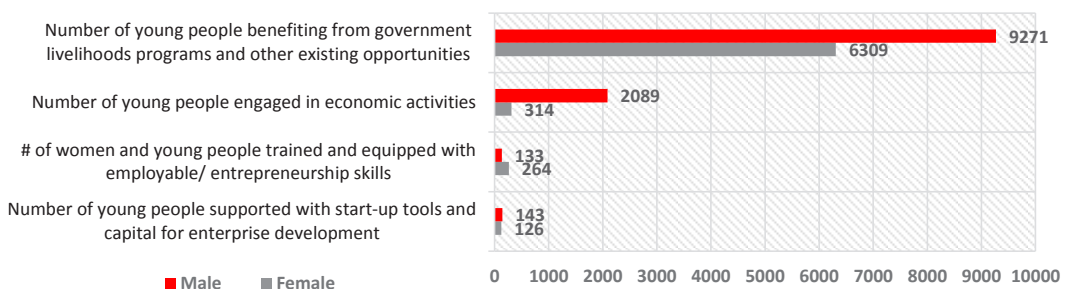
accountable for the provision of gender responsive public services in health and education sectors. In addition, 85 male youth and 86 female youth were trained and equipped with skills in feminist leadership and governance.

In 2018, there was also evidence of youth and youth movements challenging state and corporate illegitimate practices in the extractives sector. In Mubende district, 507 Artisanal and small-scale gold miners who were evicted from the Mubende Gold mines demanded to be returned to the mines and they succeeded in being resettled. AAIU also conducted the social media caravan on extractives in the Albertine Graben region (Paidha, Nebbi, Pakwach, Masindi, Kigumba, Hoima, Buliisa) and during this caravan, 350 young people including students used social media platforms such as Facebook, twitter and WhatsApp to demand fair employment for locals in the oil sector.

Young people reap extensively from livelihoods and entrepreneurship programmes

In 2018 as a result of dialogues and vigilance of young people and their formations, a total of 15,580 (6,309f) young people benefited from livelihood programmes of ActionAid and other government economic empowerment opportunities such as the youth livelihoods programme. ActionAid International Uganda directly supported youth groups and individuals in the districts of Pader, Lira, Amuru, Kotido and Nwoya in running their own small-scale enterprises such as hair dressing, tailoring and farming. The support was in form of training in business skills and provision of business startup kits as well as continuous community business mentorship. The table below provides details of the above with a gender disaggregation.

Chart showing number of young people who benefited from livelihoods programs in 2018



Source: ActionAid International Uganda MIS

From the above graph 9,271 male youth and 6,309 female youth benefited from AAIU and government livelihoods programmes and other exiting opportunities; 2,089 young male and 314 young females were engaged in some kind of economic activities predominantly agricultural and trade in essential merchandise. In skills development, 133 male youth and 264 female youth were trained in employable and entrepreneurial skills while 143 male youth and 126 female youth were provided start-up tools and capital for enterprise development.



Policy and legal frameworks that promote and protect the economic rights of young people

During the reporting period, there were two changes in the national taxation system which contributed to progressive revenue. Through the Tax Justice Alliance policy analysis and advocacy, Government of Uganda adopted a Civil Society Organisation's tax proposal to include used goods vehicles among items required to pay environmental levy. This provided for alternative tax revenue source which will contribute to an increase in Uganda's tax base by Ugx20bn, approximately €4,746,488). Secondly, there was a reduction on Mobile Money tax from 1% to 0.5% levied on only withdraws of money using a mobile phone as opposed to all transactions. With the 1% levy on all mobile money transactions, this saw many mobile money users abandoning the service and hence causing loses to both the telecom operators that are huge tax payers. Mobile phone money transfer is predominantly done by low income people. Secondly the tax is still contested because it was not tax on income and therefore, lacked legitimacy. The significance of the adjustment in this law is that there were about 12.8 million active mobile money users (2018) in Uganda most of whom are low income earners who need protection from unjust taxation. Besides the government did not link taxation to specific services that they intended to improve.

Government Finally Okays A Pro-Women and Artisanal Small scale Miners Mining Policy

After five years of rigorous review process, cabinet finally approved the new Mining and Minerals Policy 2018 (Formerly Mining Policy 2003) in May 2018. The new policy provides for formalization and regulation of Artisanal and Small Scale Mining to ensure that they optimally benefit from the mining activities, mineral wealth, protect the environment and mitigate health, safety and environmental impacts associated with mining. It also focuses on mainstreaming gender equity, human rights and inclusiveness in the mineral sector as well as the need to enhance local and national participation along the mining value chain.

AAIU was part of the CSO working group appointed by the Directorate of Geological Survey and Mines to review and provide input for the Mining Policy 2003. The Working Group was tasked with collecting views from Artisanal Small-scale Miners (ASMs) on the Policy. AAIU organized eight advocacy meetings with Parliamentary Natural Resources Committee and ASMs and in Mubende, Busia, Namayingo, Moroto and Nakapiripirit Districts.

Young people exercise leadership capability in their communities

In our continued effort to increase citizens' resentment of corruption and to make it a risky business, AAIU trained and mentored young people in services delivery monitoring and budget tracking. The young people in turn formed a total of 93 Anti-corruption movements between May-December 2018. Out of these, 66 were formed at sub county level, 16 at district level and 01 at national level. These groups held forums to identify, follow up, document and report cases of petty and grand corruption to government anti-corruption agents at district, regional and national levels. Other formations include four new anti-corruption clubs in Masindi district and six school anti-corruption clubs in Hoima district.

Young people working with AAIU championed the reporting a total of 335 cases of corruption to anti-corruption agencies of Government. More than 25 cases were successfully investigated and prosecuted, while investigation and evidence gathering for the other cases continue.

During the reporting period, eight coalitions were formed for joint action to claim their spaces and hold government accountable. Under the auspices of the Global Platform Uganda. The organisations in the coalitions included: West Minister Foundation, Faraja Africa Foundation, Plan-international, Restless Development, Youth Aid Africa, Uganda Parliamentary youth Forum, Uganda Youth network, Vision International Actors, Youth Go green, and Open space. These actors organized the first ever youth Moot Parliamentary session and petitioned the speaker of the parliament of Uganda on; Sex for Marks, and enactment of the sexual offenses bill; the ratification of the African Charter on democracy elections and good governance, and the youth programme financing.

The coalition of youth CSOs worked with the National Youth Council of Tanzania, Kenya, East Africa Civil Society Organisations Forum (EACSOFF) to spearhead the East-African Youth Caravan on the African Charter on Democracy and Elections. They petitioned the Speaker of the East-African Legislative Council on the urgency

and importance of adopting the African Charter on Democracy, Elections and Governance.

AAIU supported the strengthening of internal governance and accountability for six institutions of young people; Through the Global platform Uganda, AAIU working with Faraja Africa Foundation convened a digital policy dialogue event for young people. AAIU also worked with Femme fort to mentor young people on feminist leadership. Five university guild councils of Mbarara, Mukono, Kampala international, Lira university and Islamic University (Mbale campus) were supported in a two-day leadership workshop on the African Charter on Democracy and Electoral Governance (ACDEG). A total of 312 young people (238 female and 74 male) were trained, mentored and coached to take up leadership positions in private and public spaces. The training built the confidence of the young men and women to articulate issues of concern in their various invited and closed spaces.



Summary of first year performance against five-year thematic target

Under the economic and leadership opportunities for young people the level of achievement regarding programme impact and intermediate outcomes combined stands at 67% i.e. 47 percentage points in excess of planned targets of 20%. This is attributed to a resounding breakthrough in advocacy to exclude political leaders from technical designs and vetting of programme beneficiaries for the youth livelihood programme which resulted in 15,580 young people benefiting from government livelihoods programmes and other existing opportunities in the first year alone compared to a five-year target of 14,274. In other words, this was a 109% achievement and it skewed the results significantly. Given the scenario the target will be reviewed for the remaining period. However, in terms of outputs, there was a shortfall of three percentage points i.e. the performance stood at 17% compared to an average 20% performance in the first year of the strategy. The low performance in output terms can be attributed to the novelty of the theme and to this effect more effort was directed towards systems establishment like setting up the young people's Global platform in Apac district than conducting the real training. With that in mind we are certain that greater results will be achieved in the subsequent year to overturn the deficit with ease. In aggregate terms we are on course towards achieving the strategic objective

Lessons Learnt

Working with young people requires an appreciation of the challenges that they face daily and supporting them to discover that they have what it takes to change the status quo. Facilitating and creating an enabling environment, spaces and platforms where they can discover themselves and show case their talents is important for any development worker. Use of creativity and creative activism for example arts, culture and sports as has been demonstrated by the activista groups in Amuru appeals to young people and enables them to mobilise quickly and explore exciting means of presenting their issues to duty bearers.

Directing efforts to shifting power especially removing avoidable bureaucracies in programme implementation leads to greater results as evidenced through increased beneficiaries of the youth livelihoods programme.

Our Challenges

- Mobility of young people remained a challenge especially among female youth/activista. This impeded consistency in delivery of messages.
- The participation of young women was quite limited during our activities because of their low economic empowerment levels compared to the young male who have access to more income generating activities. During the engagements that required smart phones for example, it was on the male youth who had the phones
- Limited resources constraints local governments from delivering on their commitments to the citizens and thus need to lobby the central government to increased budget allocation to local governments for improved service delivery

Working with social movements

Building and strengthening Social movements is among our key operational strategies for addressing social injustice. Social movement form part of our target beneficiaries in the mission statement for the organisation. They are powerful in advancing own agency and amplifying the voices of people living in poverty. Forums like the refecton action groups, youth interest groups, women savings groups, GBV survivors' groups and many more were the building blocks for our work of enhancing social movement formation and performance. Below are examples of AAIU work with social movements in 2018:

Apaa Community Challenge Eviction! 37-day Occupation of UN Human Rights Compound

The community of Apaa were first displaced in the early 1900's by colonial rulers who claimed that the area was infested with Tse-Tse flies. However in 1972, the area was degazetted for human settlement. The community thereafter settled on the land in question totaling to about 400 - 800 square miles where they lived peacefully until the 20-year insurgence by the Lord's Resistance Army (LRA) broke out in 1986. This armed conflict led to displacement and confinement of communities in Internally Displaced Peoples (IDP) camps until 2006. On disbanding the camps in 2006, the communities returned to their land albeit some had grown old, forgotten

boundaries and others now youth born in captivity. The long stay away from home led to conflicts over boundaries and inter-family, inter-clan clashes over land. then came rush for land for investment by the elites that led to forceful evictions, massive displacement and death. Further, there was near total collapse in basic amenities such as schools and health centers. Conflicts over their land continued to grow with interests from stakeholders including Apaa residents; Amuru and Adjumani local governments; Uganda Wildlife Authority (UWA); the Ministry of Lands Housing and Urban Development; Ministry of Local Government; Office of the Prime Minister, the Ministry of Trade, Tourism and Industry, cultural leaders, local and international investors. The community, without their involvement had their land gazetted to forest reserve and later Wild Life Authority, before allocating it to an investor for ostensibly leisure hunting. The persistent land conflicts, and the failure of government to protect the rights to land for the community have seen over 20 deaths, hundreds of houses burnt, hundreds of residents injured and many families violently displaced. AAIU working with the key community leaders and other partners supported the community with litigation processes and organizing non-violent residence to the displacement.



Photo Credit: ActionAid

Residents of Apaa occupy United Nations compound in Gulu to demand their Land rights

In July 2018, 234 Apaa residents occupied the regional UN Human rights compound in Gulu in pursuit of social justice. The residents sustained their action with support from a cross section of CSOs. The occupation lasted 36 days from 11th July – 16th August 2018. This was the first of its kind on the UN premises globally. Various actors (local government leaders, MPs, cultural leaders, religious leaders, Boda-Boda community, Market vendors, Activista, CSOs, the women's movement, individual activists, artists and children) showed solidarity with the occupants by visiting, giving food and non -food items, press conferences, media engagements, health services, legal and medical support to the human rights defenders. The key wins include: wider publicity of the land conflict for action by both state and non-state actors; People of Apaa demonstrated unprecedented courage, resilience and resolve to engage on a risky path to protect and secure their land; It built community confidence to lead and stand firm in the struggle hence a stronger, informed and united movement for land rights; the visit by the President two months later led to establishment of a committee with a diverse

representation inclusive a member of Apaa community for a more amicable and mutual solution to the land conflict; The matter was registered for follow up with the Land Commission of Inquiry for a more strategic and accountable investigation by the state for a lasting solution. We anticipate that the Apaa community will be settled fully someday.

Social movements taking root in the Albertine region

AAIU undertook social movement training for over 400 young people in the Albertine region in 2018 and covered the districts of Hoima, Buliisa, Nwoya and Pakwach. For a start, cost effective issue based discussions have been initiated through creation of a WhatsApp group of 46 members. Young people under this group have gained great recognition by government and petroleum companies as key stakeholders for engagement and involvement in the oil and gas activities. Government and oil companies earmarked special capacity building programme for skilling young people to prepare them for the opportunities. Specifically, government and Total E&P started implementing a skilling program for young people in specialized welding to suit the needs of the oil and gas sub-sector. Three training centres have been established in Buliisa, Pakwach and Lwengo districts. Additionally, the Government of Uganda in partnership with the World Bank launched a skilling programme for young people in the Albertine in November 2018. All these initiatives aim at building the capacity of young people in the region so that they can access opportunities to be realized during the development phase.

In Buliisa, AAIU empowered the local partner called BIRUDO (Buliisa Initiative for Rural Development Organization) in social movement aspects and they in turn mobilized and organized local communities in Buliisa who consequently started engagements with government at local level to convene a dialogue meeting with foreign companies to address injustices in the oil and gas. Specifically, the organization amplified community discontent over poor compensation of involuntary resettlement in Buliisa. The area under focus has been designated for an industrial park covering 308 hectares of land and home to 750 people. BIRUDO supported the affected households in making a petition to key government, Total E&P Uganda and Tullow Oil Uganda. The apparent result was a standoff between residents and government while BIRUDO has remained firm in its mobilization and organization of local communities into social movement for the benefit of attaining social justice.

Social movements taking root in the Albertine region

AAIU undertook social movement training for young people in the Albertine region in 2018 and covered the districts of Hoima, Buliisa, Nwoya and Pakwach. The trainings involved over 400 young people across the region. This empowered young people to be able to engage firmly on issues in the region. For example, there is a very active group of young people in Bunyoro sub-region that emanated from the training and other engagements and has since created a WhatsApp group of 46 members. Young people under this group do engage on various issues and have since managed to cause great recognition of the young people as key stakeholders for engagement and involvement in the oil and gas activities.

Government and oil companies earmarked special capacity building programme for skilling young people to prepare them for the opportunities that shall be realized during the development phase. These considerations are provided to all the young people in the Albertine graben.

In Buliisa, the local partner called BIRUDO (Buliisa Initiative for Rural Development Organization) mobilized and organized local communities in Buliisa who consequently started engagements with government at local level to convene a dialogue meeting with foreign companies to address injustices in the oil and gas. Specifically, the organization was able in the short time to assist with amplifying the discontent over issues on poor compensation and involuntary resettlement being experienced in Buliisa. The area under focus has been designated for an industrial park, which is expected to be constructed on 308 hectares of land – a half a square mile. This area alone is occupied by at least 750 people will be affected. The people have been engaged by the oil companies and government but the greatest issue of contention has mainly been the compensation values and poor handling of the resettlement processes. BIRUDO intervened and supported local people's struggles spearheaded by 9 households to stand strong and reject the injustices being meted out to them in this area. They were able to petition the Office of the Chief Government Valuer in Kampala and the CGV responded by visiting the area. He however advised that the meeting could only happen without the involvement of BIRUDO, which the people objected and there was an impasse. The 9 households have since persisted and BIRUDO has remained firm in its mobilization and organization of local communities into social movement for the benefit of attaining social justice.

Learnings for social movement actions!

For a critical mass to sustain a struggle, the struggle has to be simplified, owned, and clearly explained with a clear link to people's lives. Such characteristics trigger and build resilience to drive the desired change.

When young people are given exiting tools, safe, open and free space to share, innovate and learn, they will always come up and occupy the space.

Working in a context with protracted shrinking political and civic space requires regular risk and scenario mapping to enhance proactive planning and response to possible attacks

Building an Agile Workforce

Among the key shifts of the 5th strategy is the ambition to create an agile and efficient work environment that will attract, develop, motivate and retain high caliber staff and an engaged work force. In a bid to achieve the related outcomes, during the reporting period 2018 substantial reorganizing of the staffing structure was undertaken following a review process to obtain a staffing structure that is aligned to the 5th strategy. As a result of the remodeling, Job roles and job descriptions were redesigned and aligned to the aspirations of the 5th Country strategy paper. The process of right sizing is a bid to remain relevant and also create an engaged workforce across AAIU areas of operations. The process is akin to an accordion but is being well managed to ensure efficiency throughout our programs.



Relatedly, in a bid to maximize staff performance and engagement, AAIU engaged in a number of capacity building interventions as follows: 28 ActionAid Uganda Cluster Teams, Partners and youth activists were trained in social movements theory and practice; 13 staff mostly Programme Officers were trained in tracking and reporting on quality gender responsive public services; 40 ActionAid and partner staff were sensitized on transformative feminist leadership; 35 staff in Management information systems and 28 on Hostile Surveillance Awareness & Mitigation to counter shrinking civic and political space.

Safeguarding at ActionAid International Uganda; In 2018, with support from the AAI Global secretariat, AAIU developed policy frameworks to guide the management of safeguarding and strengthen AAIU's mantra of "Do no Harm" to our beneficiaries and communities we work with.

To date over 19 staff, nine staff from different partner organizations and 25 community representatives have been trained on child protection and other safeguarding principles and the safeguarding policies have been rolled out to all AAIU staff with trainings scheduled to happen periodically. Safeguarding focal persons have also been identified to help with the case management and capacity building of staff and partners on safeguarding. All AAIU staff, partners, volunteers and service providers are bonded by AAIU safeguarding policies and are encouraged to adopt them and report any cases for abuse to the safeguarding reporting structures created.

By the end of the reporting period, AAIU had 61 Male and 52 females. Our staff levels are expected to grow following the approval of the new aligned structure by 5% at middle manager's level. AAIU aims in the new strategy to work more with partners by 70% and direct implementation by 30%. AAIU maintains a diverse team along the dimensions of race, ethnicity, gender, age, religious and political beliefs, and several other ideologies. We celebrate this diversity by respecting everyone's uniqueness and recognizing our individual differences.

Capacity Enhancement through People for Change

People4Change is one of the capacity development initiatives used by ActionAid to support the implementation of the overall strategy "Strengthening Struggles for Social Justice". It is based on the conviction that the synergy of international solidarity, understanding and knowledge emerges when people from different parts of the world work together, increases skills and knowledge. The programme operates with three kinds of capacity development interventions: Advisors who are highly specialized and experienced and work on long term basis for two years; Inspirators who are highly experienced development practitioners and work on a short-term basis of 12 months and Global Contact Volunteers support AAIU for three months.

During 2018, we hosted 08 Inspirators, One Advisor and 59 Global Contact volunteers. The reports from our partners indicated that the People4Change personnel made remarkable inputs into their organisational development and programme implementation. Key contributions were in the areas of social movement building, youth organizing, setting up of the Global platform,

Photo Credit: Chipu/ActionAid



Inspirators Chipu Bangira and Donald Tafadzwa supported the setting up of Global Platform in Uganda and Launch of ACTIVISTA.



organisational development, gender responsive public service monitoring, digital campaigning, transformational feminist leadership, youth led research methods building alliances, and advocacy campaigning.

The notable partners whose activities and programme benefited from the People4Change included but were not limited to: Uganda National NGO Forum, The Alternatives, Akiina Mama Wa Africa, Justice and Peace Network, Human rights Network Kumi LRP, Kapchorwa, Pallisa, Gulu, Nebbi and Katakwi Clusters. Others are Primary schools in Masindi, Nebbi and Lira, Regional Referral hospitals in Lira, Gulu, Mubende, Mbale and Soroti where Global Contact volunteers were placed and worked.

In 2019, People4Change personnel will continue to work more closely with the thematic programme work on Progressive Taxation, Gender Responsive Public Service delivery, Social Movements and youth mobilization. Inspirators will continue to play an important role in terms of rolling out our HRBA principles at Cluster and LRP level. We will also place inspirators in areas where they can work in synergies by supporting the Global Platform, Strategic Partnership Agreement (SPA) supported by DANIDA and TCDC trainings. On the other hand, Global Contact Volunteers will be placed with AAIU cluster offices, regional referral hospitals and Primary schools.

Communications at a Glance

The Communications unit continued to market our brand and increase visibility through profiling and dissemination of our work to different audiences. This follows an aftermath of articles that indicated closure of AAIU and hence most audiences needed to know we are functioning normally and back to the scene with even more resilience than before. This is attributed to the strengthened collaboration with media that provided in some part free airtime and in other moments paid time. There was also increased presence and engagement on social media spaces that included Facebook, twitter, website and other spaces

The features ranged from our work on the land rights extractives industry/governance, accountability for public services, progressive taxation especially key debates and positions on mobile money and Over the top tax-OTT, anti-corruption campaigns, gender based violence, community voices on the proposed land acquisition bill, young people's voices on key issues that affect them like unemployment , climate change, disaster, agriculture and individual opinions on key issues that affected communities where we work.

The televisions that featured ActionAid include NTV, NBS UBC, URBAN TV, Bukedde TV, and Buganda Broadcasting Station- BBS. The radios included Pearl Fm, Kfm, Capital Radio, Radio One, CBS and Radio Simba. Finally, AAIU had significant appearances in the print Media totaling to 62 articles in the year that mentioned and featured ActionAid staff and our work. This was in the Daily Monitor, The Observer, and The New Vision in addition to online transcription of the articles and news bites. Our online presence on Facebook, twitter, websites has been boosted by online mobilization and rallies like twitter rallies in which we reached over 500,000 people on the various platforms. This is attributed to attributed to the frequent updates with news, stories, and pictures that kept the sites updated and relevant.



Independent Audit's Report



Independent auditor's report 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 2018; and the summary statement of comprehensive income for the year the ended are derived from the audited financial statements of ActionAid International Uganda (the Organisation) for the year ended 31 December 2018.

In our opinion the accompanying summary financial statements are consistent, in all material respects, with the audited financial statements.

The summary financial statements

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards and the Company's Act, 2012 of Uganda. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial statements and the auditor's 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 31 May 2019. That report also includes the communication of key audit matters.

Management's and Board members' responsibility for the summary financial statements

Management is responsible for the preparation of the summary financial statements. The Board members are responsible for overseeing the Organisation's financial reporting process.

Auditor's 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 810 (Revised), "Engagements to report on Summary Financial Statements".

BDO East Africa

BDO East Africa
Certified Public Accountants of Uganda
Kampala, Uganda

31 May 2019

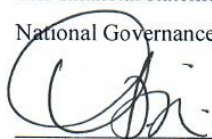
Statement of Financial Position

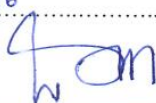
ActionAid International Uganda
Financial Statements for the year ended 31 December 2018

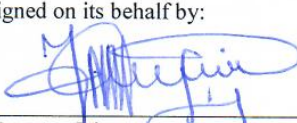
Statement of Financial Position

	Notes	2018 Ushs'000	2017 Ushs'000
Non-current assets			
Property and equipment	9	1,360,053	651,036
Prepaid lease rentals	10	<u>8,532</u>	<u>8,756</u>
Total non-current assets		<u>1,368,585</u>	<u>659,792</u>
Current assets			
Receivables	11	8,147,725	8,020,923
Bank and cash balance	12	<u>4,331,172</u>	<u>3,085,713</u>
Total current assets		<u>12,478,897</u>	<u>11,106,636</u>
Total assets		<u>13,847,482</u>	<u>11,766,428</u>
Reserves and liabilities			
Revaluation reserve		598,037	8,735
Reserves held by global secretariat	8	7,627,896	7,023,063
Accumulated local reserves		<u>3,569,381</u>	<u>2,822,716</u>
		<u>11,795,314</u>	<u>9,854,514</u>
Current liabilities			
Payables /accrued liabilities	13	<u>2,052,168</u>	<u>1,911,914</u>
Total reserves and liabilities		<u>13,847,482</u>	<u>11,766,428</u>

The financial statements of ActionAid International Uganda, on pages 12 to 31, were approved by the National Governance Board on MAY 16 2019 and were signed on its behalf by:


Board Chairperson


Treasurer


Country Director

Finance Performance

ActionAid International Uganda Summary Financial Statements for the year ended 31 December 2018

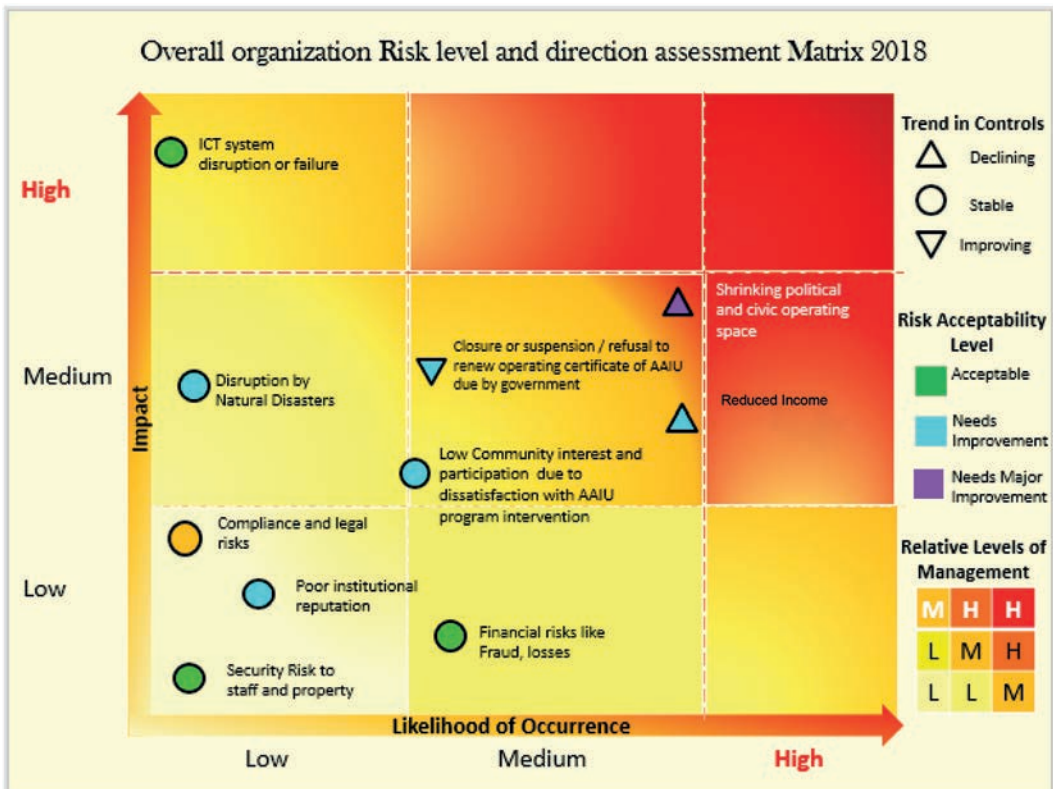
Statement of Comprehensive Income

	2018 Ushs'000	2017 Ushs'000
Income		
Child sponsorship income	9,545,264	9,894,760
Donor contract income	12,909,991	8,099,032
Other income	70,634	122,767
Total income	22,525,889	18,116,559
Expenditure		
Programme costs	14,619,005	12,814,441
Fundraising costs	1,506,906	1,290,676
Governance costs	399,442	373,264
Support costs	2,086,429	1,858,286
Flexible fund levy by global secretariat	1,997,489	1,307,466
Unrealised valuation losses/(gains)	400,394	(678,345)
Total expenditure	21,009,665	16,965,788
Surplus for the year	1,684,645	1,150,771
Other comprehensive income		
Revaluation surplus	782,009	-
Total comprehensive surplus	2,466,654	1,150,771

Risk Management and control

Introduction

AAIU continuously engages in programme and administrative risk management process which involves risk identification, analysis, evaluation, control and monitoring. A risk register, which is key in any risk management process is maintained and quarterly updated with factors that may deter the organisation from achieving its objectives and the key mitigating strategies. Risks identified are prioritized and Central Management Team (CMT) discusses these risks periodically and assigns responsibilities to the risk owners. The Board of Directors through the Finance and Audit Committee reviews the risk register on a quarterly basis and approves/ advises on the strategies proposed by management for mitigation of the risks. The continuous tracking and reporting on the implementation of risk management initiatives is done by the internal audit function.



Analysis:

The graph above shows that overall there were ten risk areas with five ranked low; another five ranked low and none in the high category. Shrinking political and civic space was on the brink of breaking into the High category. Seventy percent of the risks were in stable categories and Response strategies.

The risks faced by the institution are categorized for clear understanding of their sources, impact and mitigation strategies. Below is an assessment of the key risks faced by AAIU in the year 2018.

Programme Risk

These included risks such as Suspension or outright closure of AAIU activities by the Government; Low community participation in programme designs due to their dissatisfaction with the lack of direct tangible benefits to sponsored children and families; And natural disasters e.g. floods that may disrupt programme interventions.

The average ranking of the risks under the programme category were generally medium. Measures were put in place to significantly reduce them. These measures include; signing memorandums of understanding with local governments, capacity building for staff and partners on AAIU programme approaches, continuous monitoring and reviews of work plans to enhance absorption and community sensitization on how child sponsorship programmes operate.

Operating Environment risks

Shrinking political and civic operating space: The ranking of this was medium as this adversely affects the core of the institution's strategic goals. However, measures to reduce its impact included working in solidarity with likeminded organisations, activists, social formations and human rights defenders to reduce the impact of the shrinking political space.

Reputational Risk

This is the risk due to negative publicity by communities, individuals and the state that would have an adverse effect on AAIU's public image.

This was ranked low since the measures in place adequately address the risks. These include; Strict adherence to internal and external communication standards and protocols, Crisis management strategies and Media monitoring and supervision among others.

Economic Environment & Fundraising

The risk of reduced income due to the general global economic instabilities and the changing donor priorities.

This is a key risk affecting the survival of the organisation however there are workable strategies in place to reduce its impact on the achievement of AAIU strategy.

IT Risks

The risks arising from Loss of data, data integrity and confidentiality due to System failure leading to IT service disruption.

Information Technology risk was rated low due to a robust IT infrastructure involving continuous equipment upgrade, Third party back up of data and a disaster recovery plan.

Financial Risks

This risk relates to inadequate national level reserves to meet organisational obligations, financial losses due to fraud, disallowable expenses and delays in accounting for funds.

Financial risks were ranked low as no financial loss was recorded due to the strong internal controls.

Security

Security related vulnerability areas are mostly related to the governance advocacy work we engage in. The risks includes abduction, arrest and detention of AAIU staff, partner staff and community members involved.

AAIU has a cautious security mindset and hence carries out continuous security upgrades and staff trainings that have aided in reducing the security risks.

Compliance and legal risk

Risk of legal or regulatory sanctions, fines, penalties and litigations due to non-compliance to the statutory obligations and other laws and regulations and internal policies and contracts.

AAIU complied with all appropriate laws, regulations, policies and procedures. The risk was reduced through ensuring every unit identifies its compliance requirements and ensuring they are complied with. There were also regular compliance reviews conducted by audit to identify gaps in compliance and taking corrective action.

AAIU is highly risk alert and it carries out a continuous assessment of risks and the adequacy of the strategies in place ensure that the objectives of the organisation are not adversely affected.



Corporate Governance | In practice



The Corporate Governance statement provides an overview of the activities of ActionAid International Uganda (AAIU) governance bodies for the year ended December 31, 2018.

Transition to the 5th Country Strategy Paper (CSP V)

2018 was the first year of implementing the 5th country strategy which called for major shifts in the organization's operation strategies and the General Assembly and Board were instrumental in guiding the transition from CSP IV.

- **Organizational Review:** The Board provided oversight of the organisational review process and approved an organisational structure that would best deliver the 5th strategy and will be gradually implemented in 2019 without causing major interruptions in programme and operational delivery..
- **Partnership Policy:** The Board reviewed and approved a new partnership policy to guide AAIU's delivery model through partnerships with Civil Society Organisations (CSO's) and Community Based Organisations (CBO's). Subsequently, a total of 67 partners for the 5- year period were engaged following a thorough and vigorous selection process.

Succession

At the close of 2017, the Board bade farewell to the Country Director, Mr. Arthur Larok, a position he had held since February 2012. In 2018, the Board oversaw the recruitment of a Country Director and following a series of rigorous interviews and evaluations, in July 2018, the Board appointed **Mr. Xavier Ejoyi** as the new Country Director, an appointment that was effective in September 2018.

The Board welcomed two new members, **Ms. Irene Among** an experienced social development practitioner and **Mr. Constant Othieno Mayende**, a seasoned accountant and Auditor bringing the total board membership to eleven (11).

The 12th AGM and Board Meetings

The 12th Annual General meeting was held on May 26, 2018 at Hotel Africana in Kampala. The General Assembly admitted one (1) new member and re appointed three Board members, Mr. Nicholas Opiyo (Chairperson), Mr. Moses Opondo and Mr. Charles Mwanguhya for a second a final 4-year term. Two members appointed by the Board in 2017, Ms. Mary Oduka- Ochan (Vice Chairperson) and Ms. Jennifer Bageya Mugalu (Treasurer) were reappointed at the meeting. External Auditor Messers BDO East Africa was also reappointed for the year 2018.

The board successfully held two ordinary meetings and 13 committee meetings. Matters reserved for the board including review of progress reports, risk review, workplans and budgets for 2019 were effectively handled.

The Board also held an extra ordinary meeting in July 2018 to appoint the new Country Director.

Performance Review

The Board annually evaluates its performance and in 2018, the Board undertook a self-assessment and while there was a continued appreciation of the business of AAIU and improve attendance and participation at meetings, Board development and succession planning remained an area for improvement.

Tribute

The General Assembly and the greater AAIU fraternity were deeply saddened by the passing away of its founder and permanent member, the late Ms. Stella Mukasa in September 2018. Stella was a keen and astute legal mind and she espoused deep feminist leadership principles. Her death has robbed us of a great asset in her especially now that we advance the transformative leadership as the core driver of our work. She will be greatly missed and may her soul rest in peace.

Implications for 2019

Considering that 2018 was the gateway to the 5th strategy, many initiatives contained therein were barely tested and greater work is yet to unravel in the years ahead. Fortunately, no by the close the year, AAIU implementing teams had pick the right energies and momentum. In 2019 we look forward to accelerating our pace of implementation. Across the four themes and under organisational efficiency. The following are singled out for emphasis during the 2019.

AAIU engagement with existing and new social movements from grass root to national levels will go a long way in address the critical issues affecting women and girls. Provision of women leaders' spaces to nurture and mentor new leaders to appreciate Transformative Feminist leadership across levels. Women unequal access to resources and dignified work limits women's productivity, resilience and

food security which is increasingly linked to poverty, migration, urbanization and increased risk of violence. Regular engagement of communities on identification of social norms that perpetuate GBV will enable them to identify workable solutions that can promote social norm change. Strengthened partnership with government and actors in the women economic empowerment programmes is key in strengthening women's economic empowerment initiatives at community and district levels. The existing government programmes and district officers should intentionally reach out to the women at grass root level.

The year 2019 will be another opportunity to deepen democracy and accountability through empowerment of people living in poverty especially the young people and women to claim their rights and position in society. We will continue to support the differently organised groups to push back against unfair legislations and policy by government. In the pursuit of justice we will strive to peacefully engage with government through dialogue, shared knowledge from research and experience from communities where we work. We recognise that citizens participation in civic and electoral processes is still unsatisfactory yet critical for democracy and rule of law to thrive. Therefore community organising and empowerment to demand for quality services delivery and just tax regime will be top on agenda in 2019.

In light of the previous year's fundraising performance of 93% worth UGX 22.5 Billion which was an increase of 24% compared with UGX.18.1 Billion raised in the year 2017 (most of this income is yet to be realized). We shall take stock of key lessons learnt to improve fundraising efforts in the new year.

In 2019, we will invest more efforts in diversifying our income streams by profiling our work before Corporates and expanding the number of Solidarity supporters beyond staff and partners to their families and other networks. By strengthening our fundraising position, our programme implementation will be a much easier task.



Funding the strategy:

In order to deliver on our commitments in the 5th strategy paper AAIU amidst an increasingly competitive and complex resource mobilization terrain both globally and locally, continued to receive support from our funding partners and supporters and raised substantial resources to sustain programme and operations cost for the reporting period 2018. Below are the key details of income raised;

Local Fundraising:

In line with the Fundraising Strategy, whose goal is to diversify income streams including income from AAIU networks; the Business Development Directorate designed and launched a Solidarity Fundraising income strand focusing on staff, alumni, volunteers, board, AGM members and their networks.

The launch occurred on September 13th 2018, culminating into the recruitment of 90 supporters' majority of them being staff, with representatives from the Board and General Assembly. The total income raised from solidarity supporters in the year was UGX 6.9 million. With the steady growth of supporters especially staff, there is need to expand the acquisition and recruitment of new supporters from external stakeholders who identify with the cause and mission of ActionAid International Uganda.

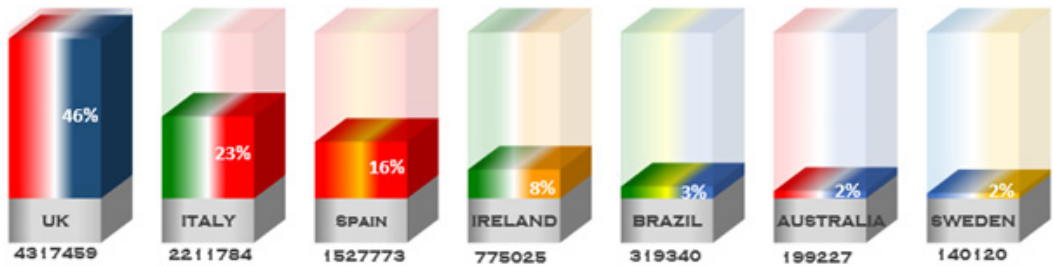


Sponsorship:

Regarding the year 2018, the opening links in January were 14,276 while closing links were 15,382 in December. The growth was as a result of links that AAIU received from ActionAid UK, ActionAid Brazil and ActionAid Pakistan. The unit serviced supporters with quality and timely communications comprising child messages and Community voices for periods; January to June (Period 1) and July to December (Period 2) on time.

In 2018 the total income from sponsorship links amounted to Ug Shs: 9,545,264 9,490,728,000 with the greatest single contribution coming from UK sponsorship income at 46% as shown in the table below:

2018 Sponsorship Links and Income in (UShs'000)



Contract Income by donor:

Funding Source	2018 (Ushs '000)	2017 (Ushs '000)
AA Ireland		25,423
AA Italy		4,433
AA France		68,362
AA Denmark – DANIDA	2,550,184	1,927,488
AA Denmark - Global Platform	789,131	
Alistair Berkely Trust	-	181,001
AWAMU Trust	-	174,880
University of York	7,300	27,005
Civicus		10,296

OXFAM-Voice	120	
AA Sweden	285,893	
Government of Netherlands/ AA Netherlands	765,821	343,705
AA Greece/Greek Volunteers	-	25,786
Democratic Governance Facility	230,337	812,744
Cookies & Hills Family	24,229	66,115
UNFPA		(20,318)
AA Australia/ANCP	170,894	
AAustralia (Junior Farmer Field Schools)	36,056	
AA Australia/DFAT	55,159	314,270
Ford Foundation	824,457	968,818
Mr & Mrs Varey	-	4,862
European Commission	592,442	751,814
EU/ AA Denmark - ACDEG/AGA	717,804	
DFID-SURGE	4,234	2,361,798
Penny Appeal	246,308	
UN Habitat	-	50,550
Total	4,752,735	8,119,350

Funding partners

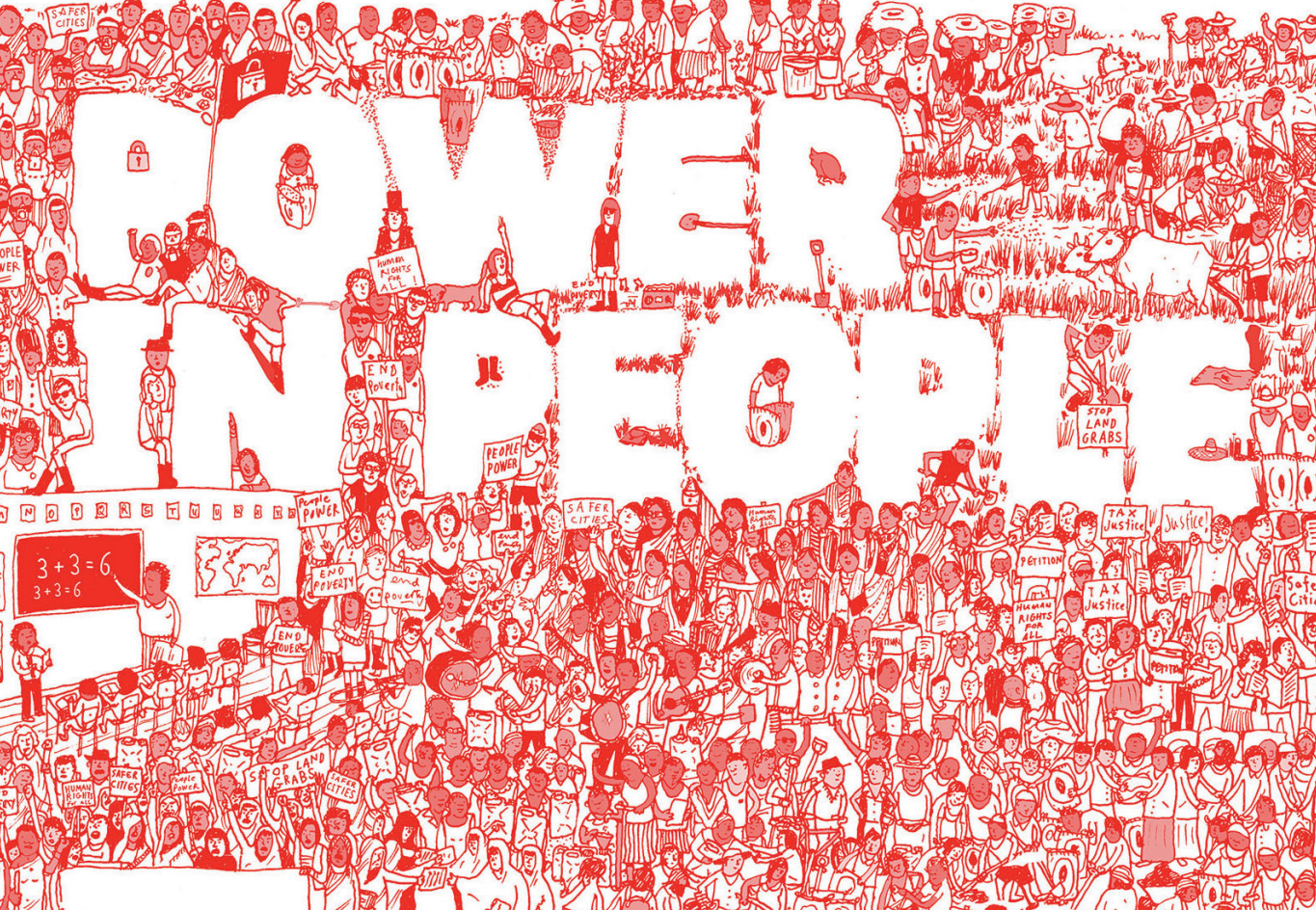


Implementing Partners 2018

Cluster	Name of implementing Partner
Gulu	<ol style="list-style-type: none"> 1. PCD- Partner Community Development 2. Anaka Foundation Transformation 3. Aswa Community Initiative Foundation 4. FCT- Forum for Community Development 5. Gulu NGO Forum 6. Human Rights Focus 7. Thrive Gulu 8. Advocates for Research in Development-ARID 9. TOKPOWER 10. Pader NGO Forum
Katakwi	<ol style="list-style-type: none"> 1. Ray of Hope (ROHO) 2. Teso anti-corruption coalition (TAC) 3. Public Affairs Centre (PAC) 4. Katakwi Actors Development Network (KADAN) 5. Church of Uganda Teso Planning and Development Office (TEDDO)
Kapchorwa	<ol style="list-style-type: none"> 1. Peace and Development Foundation – PDF based in Bukwo (formerly KWIPI) 2. Community Action for Human Rights – CAFHUR based in Kapchorwa 3. Benet Lobby Group – BLG based in Kween
Nebbi	<ol style="list-style-type: none"> 1. Nebbi NGO Forum 2. Life Concern 3. Vijana Corps 4. Nile Dove 5. Pacego Women Club 6. Recreation for Development and Peace Uganda (RDP) 7. Bunyoro Choice Uganda (BCU) 8. Midwestern Regional Anti-Corruption Coalition (MIRAC) 9. Baina Omugisa Integrated Development Organisation (BOMIDO) 10. Kitara Development Initiative (KIRUDA) 11. Buliisa Initiative for Rural Development Organization (BIRUDO) 12. Lake Albert Children and Women Development Advocacy Organization(LACWADO)

Pallisa	<ol style="list-style-type: none"> 1. Namutumba District NGO Forum 2. TAC-SOROTI 3. Kibuku District Farmers Association
National	<ol style="list-style-type: none"> 1. MiFUMI 2. Centre for Domestic Violence Prevention (CEDOVIP) 3. Akina Mama Wa Africa 4. Pelum Uganda 5. Climate Action Network Uganda 6. SEATINI Uganda 7. Anti Corruption Coalition Uganda (ACCU) 8. Uganda Youth Network (UYONET) 9. Civil Society Budget Advocacy Group (CSBAG) 10. Solidarity Uganda 11. Uganda Debt Network 12. Faraja Foundation 13. Uganda Youth Parliamentary Association





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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