



Breaking Through, Building Up and Binding

ANNUAL REPORT

2019



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ACRONYMS

ACFODE	Action For Development
CDO	Community Development Officer
CEDAW	Convention on Elimination of All Forms of Discrimination Against Women
CID	Criminal Investigations Department
CSBAG	Civil Society Budget Advocacy Group
CSO	Civil Society Organization
DVA	Domestic Violence Act
HC	Health Centre
KAS	Konrad Adenauer-Stiftung
LC	Local Council
MGLSD	Ministry of Gender, Labour and Social Development
MP	Member of Parliament
NGO	Non-Government Organization
MRCFCU	Mt. Rwenzori Coffee Farmers' Cooperative Union
OC	Officer in Charge
PFCU	Police Family and Child Protection Unit
PME	Participatory Monitoring and Evaluation
SACCO	Savings and Credit Cooperative Organization
SEMUCU	Semuliki Cooperative Union
SGBV	Sexual and Gender Based Violence
SSA	Shelter and Settlement Alternatives
ToR	Terms of Reference
UWEP	Uganda Women Entrepreneurs Programme
UWOPA	Uganda Women's Parliamentary Association
VSLA	Village Savings and Loan Association
YLP	Youth Livelihood Program

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Remarks from the Chairperson Board of Directors

ACFODE rolled out a new strategic plan 2019-2023 for the next five years. ACFODE will continue to position herself as a partner of choice on gender equality and women empowerment. ACFODE will undertake gender research, provide disaggregated data and use it to influence policy advocacy. ACFODE will target non-traditional gender advocates such as the young generation, cultural and religious leaders, duty bearers and offenders so as to get a critical mass of gender advocates. She will strengthen her capacity by working with MDAs and creating networks with actors in the private and CSO sectors so as to maintain gender high on the national development agenda.

We launched a number of impactful publications including policy briefs on the National Housing and the National Microfinance policies and the Arise Magazine on “Women in Uniform: Traditional Versus Non-Traditional Careers for Women”. The edition looked at the wearing down of stereotypes and the change in attitudes against women in different sectors.

ACFODE was able to launch 2 new projects; “Protection of Women’s and Children’s Rights in Uganda and Stop – Prevention of Sexual and Gender Violence in Ugandan Refugee Settlements and their Neighboring Communities in Kyaka II Refugee Settlement, Kyegegwa District.

In 2019, ACFODE in partnership with Church of Uganda organized graduation ceremonies for the 137 youth who underwent apprenticeship in vocational skills in Oyam and Amolatar districts and pledged to utilize the start up kits provided to improve their wellbeing and

those of family members.

We focused further on creating synergies for community and national level advocacy for the advancement of women and girls’ rights. In addition to enhancing women’s participation in leadership and decision-making processes. ACFODE continued to develop capacities of different partners to mainstream gender in their programmes and policies in addition to promoting women’s leadership and decision making processes. ACFODE started reviewing its structure with the core purpose of re-aligning the staff roles to the new strategic plan.

The Board appreciates the members, staff of ACFODE and different resource persons that supported the organization in the fulfillment of its mandate through the implementation of the different interventions and we urge you to continue with the struggle of gender equality and leaving no one behind as we implement the sustainable development goals.

Our greatest appreciation goes to the Development Partners, Government Ministries, Departments and Local authorities with whom we have partnered to implement a number of interventions, Civil Society Fraternity for the collaboration towards achieving a just society where gender equality is a reality.

With great pleasure I hereby present ACFODE’s Annual Report 2019

DR EUZOBIA BAINE MUGISHA
BOARD CHAIRPERSON

Remarks from the Executive Director

As ACFODE marks 34 years in existence what has never changed is her commitment and devotion to addressing gender inequality and inequity. It is this commitment and devotion that has made ACFODE maintain its position as the lead agency in negotiating and advocating for gender responsive policies, practices and attitudes.

As a learning organization, ACFODE felt it necessary to re-think its implementation agenda and approach a process that culminated into development of a five-year strategic plan (2019-2023).

In 2019 we engaged in endeavours to influence policy formulation, review, legislation, and implementation of gender responsive laws. Efforts stretched to fighting against socio-culturally instituted gender inequalities like abuse of women's rights to property and domestic abuse. ACFODE undertook review of two key policies that impact on gender equality in two key sectors namely housing and finance. Major gaps that hinder the development of women were identified and ACFODE presented key proposals to policy makers and the Ministries of Lands and Finance for action.

ACFODE continued to build a cadre of youth as champions for gender equality, in 2019 we held regional debate competitions on gender advocacy among students from higher institutions of learning targeting 9 Universities across the country. A second phase II of youth mentoring programme (Sauti Ya Sasa) was started during 2019. The organization was able to secure funding for two new projects: Protection of women's and

children's rights in south western Uganda and Prevention of Gender Based Violence Kyaka 11 refugee camps and the neighbouring communities in mid - Western Uganda.

ACFODE continued to engage religious leaders, political authorities and other stakeholders in several policy advocacy initiatives at local, national and international level with a purpose of promoting positive social cultural practices that promote the rights of women and girls. ACFODE's mandate of promoting gender equality thus faces a big challenge than ever before. The challenge is to negotiate the times we live in to advance our agenda. How do we engage technology to promote gender equality? How prepared are we to confront the cyber GBV? How can we utilize social media to engage the various stakeholders to achieve positive results?

ACFODE believes in the strength of numbers if changes in perceptions, attitudes and practices that perpetuate gender inequality are to be addressed and hence the need for strategic networks and partnerships. ACFODE strongly believes in research and documentation of the lived realities of women and girls is key in amplifying their voices and strengthening their agency for gender equality. And we are therefore open to partnerships that identify with our cause to ensure a safe and secure environment women and girls.

REGINA BAFAKI
EXECUTIVE DIRECTOR

1.0 Introduction

1.1 About ACFODE

ACFODE is a national non-governmental women's rights organization that was formed in 1985 to promote women's rights and gender equality in Uganda. ACFODE's vision is "A just society where gender equality is a reality" and her mission is "To empower women, girls and influence Legislation and Policy for Gender Equality in Uganda. The organization provides a platform for debate and action on women's empowerment and gender equality in Uganda.

This is done through different strategies including policy advocacy, research and documentation, capacity building, coalition building, mentoring and coaching, mobilization and sensitization all geared towards enhancing the capacity of Ugandans to champion the Women's rights, empowerment and gender equality on the national agenda.

1.2 Vision and Mission

ACFODE's **Vision** is
**"A just society
where gender
equality is a reality"**



and the **Mission** is
**"To empower women,
girls and influence
legislation and policy
for gender equality in
Uganda".**

1.3 Strategic Focus



ACFODE's focus, according to the organization's new strategic direction, is to position herself as an advocate for women's empowerment and gender equality. In this regard, the organization focuses on: gender research to influence policy formulation and implementation; targeting none traditional gender advocates such as the young generation, cultural and religious leaders, duty bearers, and offenders so as to get a critical mass of gender advocates; strengthening her capacity by working with ministries, departments and agencies (MDAs); and creating networks with actors in the private and civil society sectors so as to remain high on the national development agenda.

1.4 Geographic Coverage



ACFODE is a national organization with interventions at national and district level. During 2019, ACFODE held several engagements at national level with several MDAs and partner organizations.

At district level, work was spread across the country in the following districts: Oyam, Amolatar, Kanungu, Rubanda, Kibaale, Kaberamaido, Apac, Masaka, Kalangala, Rakai, Apac, Dokolo, Lamwo, Kamuli, Katakwi, Omoro, Lira, Moroto, Pallisa, Sembabule, Rukungiri, Kasese, Bundibugyo, Kyegegwa, and Kampala.

During the year, AFODE also maintained field offices in the districts of Apac, Oyam, and Amolatar.

Image 1: map showing districts of operation and field offices



1.5 Programme Delivery Approaches 2019



Women's Leadership:

Empowerment of women with knowledge and skills to meaningfully participate in leadership and decision-making processes from community to national spaces.

Participatory Methodologies: Creating structures that enable communities at grassroots levels to engage in monitoring and advocating for improved gender-based violence (GBV) service delivery. This is through the Participatory Monitoring and Evaluation (PME) model for advocacy.

Working with Model Couples: Fighting negative socio-cultural practices that cause gender inequalities through selecting, training and working with couples that have a record of violence and transforming them into agents of change to reach other families where harmful socio-cultural practices are perpetrated.

Citizens Platforms: Creating spaces for citizens to engage duty bearers on women's rights, gender equality, social services including GBV that affect women and girls. The spaces are in form of district and sub-county accountability forums during which rights holders demanded for accountability from different duty bearers.

Partnership Building: Investing in building relationships amongst likeminded Civil Society actors including media Government ministries, departments and agencies; religious and cultural institutions and other stakeholders for effective advocacy for gender responsive laws and policies.

Research and Advocacy: Generating and providing dependable information on the situation of women's rights, women's

empowerment, gender equality, social cultural practices that perpetuate GBV and the gaps in the implementation different gender responsive laws and policies.

Capacity Strengthening: Investing in empowering women leaders, youth, CSOs, couples, to promote women's rights, gender equality, influence service delivery and gender responsive legislation.

1.6 Operating Context 2019



1.6.1 External

Continued Government commitment to Promote Gender Equality: Since 1995, the Government of Uganda has been implementing reforms in the sector of gender with the aim of driving the country towards gender equality and equity. During the year, a number of laws were reviewed, including the 2nd National Development Plan, the Sexual Offenses Bill 2019, which ACFODE spearheads and is currently before the legal committee of Parliament. Others are the Marriage and Divorce Bill 2009, the Succession Amendment Bill 2018, and the Employment Amendment Bill **2019**. These bills contain significant reforms which will continue providing a conducive operating environment for ACFODE to fulfill her mandate.

Low Participation of Women in Leadership: Although there has been an increase in the number of women participating in leadership and politics at the higher level, the numbers are still generally low. For instance, the percentage of women in the 10th Parliament (2016-2021) is only 35%. Although the Speaker of Parliament is female and there are some key ministries headed by women including Ministry of Trade, Ministry of Health, Ministry of Education, Ministry

of Housing, and Ministry of Energy among others, the female cabinet ministers account for only 36% and state minister's account for 30%. At the Local Government level, women only benefit from representation of the mandatory women seats out 135 district chairpersons only three are women. The directly elected positions stand at less than 3% for women. In Civil Service (Permanent Secretaries, Heads of Department and Divisions), women constitute only 17.4%.

Shrinking Civic Space: This is one of the factors that continue to threaten CSO existence especially those involved in governance and accountability work. Some organizations have already fallen victim. Citizens Coalition for Electoral Democracy in Uganda (CCEDU) had its Memorandum of Understanding with the Electoral Commission terminated due to disagreements over alleged irregularities in electoral reporting. Consequently, CCEDU was ordered by Government to stop civic education and election observing work. This caused a lot of discomfort among different organizations that are members of CEDDU yet there is need for civic education in preparation for 2021 general elections.

In addition, during 2019 all NGOs in Uganda went through a validation exercise to establish whether they had valid permits. NGOs with expired permits and still operating were asked to apply for renewal between the 8th day of August 2019 to the 7th day of September 2019. NGOs that did not renew their permits were considered non-operational and deregistered. As of now, ACFODE has a five-year operating permit and registration certificate.

Women's Economic Status: During the reporting period, the Government of Uganda continued to promote strategies in support of women's entrepreneurship through programmes

such as Uganda Women Entrepreneurship Programme (UWEP), Youth Livelihood Fund (YLF) and Operation Wealth Creation (OWC) which target women continued to feature in the national budget. Despite these efforts, women still comprise the majority of the poor. The average income of male household heads is higher (UGX 243,000) than female headed households (UGX 176,000). Women are more dependent on informal employment compared to men due to higher illiteracy levels and limited access to higher and vocational training as well as saving and loan programmes.

In June 2019, the Parliament of Uganda passed a 40.48 trillion national budget for the financial year 2019/20. The budget was to be financed by domestic revenue collections amounting 20.487 trillion Shillings, resources from the Petroleum Fund amounting to 445.8 billion, Domestic Financing 2.32 trillion, Domestic Debt Refinancing 6.18 trillion, external budget support 675.2 billion, external project support 9.42 trillion and others. According to the approved figures, Works and Transport sector took the largest share of the budget with an allocation of 6.4 trillion Shillings up from 4.7 trillion Shillings, followed by the Security Sector with 3.6 trillion Shillings up from 2.06 trillion and the Education Sector with 3.2 trillion up from 2.7 trillion. The other sector allocations were Energy and Mineral Development Sector at 2.9 trillion, Health 2.5 trillion, Accountability Sector 1.9 trillion, Justice Law and Order Sector at 1.6 trillion, Local Government Sector 1.2 trillion, Water and Environment 1.04 trillion, Agriculture 1.01 trillion. Some of the least funded sectors were Tourism with 157 billion, ICT 123 billion, Trade and Industry with 171 billion, Science and Technology 159 billion, Lands and Housing 193 billion, and Social Development 218 billion. The 2019/20 national budget prioritized up scaling

of the Uganda Women’s Enterprise Programme (UWEP) and Youth Livelihood Programme (YLP) funds which are key in promoting women and youth empowerment.

Social Status: The socio-cultural setting in several communities in Uganda does not favor women and girls. The customs and practices that impact negatively on women’s social status and wellbeing continue to be practiced in many communities in Uganda. Although a supportive legal and policy framework has been put in place to address the negative customs and promote the rights of women, the magnitude and prevalence of GBV in all its forms is still high.

1.6.2 Internal

Strategic Planning: In 2019, ACFODE started the implementation of her new strategic plan 2019-23. This followed a review of her previous strategy which notably found that the context

under which the organization was operating had changed. Thus, it required ACFODE to align herself to this new context and shifts including the emerging context of GBV in refugee settings and the increasingly worrying economic status of women. This necessitated ACFODE to update her strategic direction and be more relevant.

Restructuring the Organization: In the period under review, ACFODE reflected on the functioning of her structure at the secretariat and it was revealed through an internal reflection processes that the structure needed to be adjusted and aligned to the new strategic positioning. The process of reviewing the organizational structure was initiated by the board and its and it is ongoing. Once complete, the structure will enable ACFODE to be more effective in delivering her mandate through the new strategic direction.

1.7 ACFODE’s Work in Numbers 2019

1.7.1 Number of beneficiaries directly reached (community level)

Table 1: showing number of people reached in 2019

Pillar / programme	People directly reached	Female	Male
Policy Advocacy and Research	383	201	182
Leadership Development	5,158	3,392	234
Social Change	152,141	97,724	54,617
Economic Empowerment	1047	831	216
Organizational Development	121	79	42
Total	158,850	102,227	55,291

1.7.2 Number of Duty Bearers and Policy Makers engaged (national level)

- 23 stakeholders (9 Members of Parliament; 4 from Police; and 3 stakeholders from Government Ministries, Departments, and Agencies).

1.7.3 Strategic Engagements at national level

- 11 strategic engagements.
- 2 thematic position papers with alternative budget proposals presented to Parliament through the Committee on Social Services.
- 5 priority asks on gaps in implementing GBV laws and policies presented to Parliament through the Uganda Women Parliamentary Association (UWOPA).
- 1 proposal adopted in the national budget, that is, UGX 27.6m allocated

to Ministry of Gender in Financial Year 2019/20 for GBV cases that cannot be handled at district level.

1.7.4 Strategic Engagements at district level

- 19 advocacy issues arising from monitoring the implementation of GBV laws and policies presented to duty bearers at sub-county level in the districts of Lamwo and Omoro.
- 12 priority issues on gaps in implementing GBV laws and policies presented to duty bearers at district level in Lamwo and Omoro.
- 30 women caucuses formed (10 district and 20 sub-county) in 10 districts.
- 6 dialogues on climate change and 4 commitments secured on mitigating climate change.

2.0 ACFODE 2019 Achievements

2.1 Introduction

The year 2019 ushered the organization into the new strategic direction guided by the new Strategic Plan 2019-2023 which is structured under five (5) key programme pillars namely: Policy Advocacy and Research; Leadership Development; Social Change; Economic Empowerment; and Organizational Development. The year also marked the start in shift from the project-based approach to programme-based work and reporting so as to ensure alignment with the programme pillars. This Annual Report is therefore in tandem with the new positioning and the achievements and milestones are presented based on the five pillars.

1.2 Achievements: Pillar 1 – Policy Advocacy and Research



2.2.1 Review of Policies that impact on Gender Equality

During 2019, ACFODE conducted a gender analysis of two key policies that impact on gender equality in two key sectors, housing and the finance. These policies included the National Housing Policy (2016) and the Microfinance Policy and Regulatory Framework (2005-2015). Two gender analysis reports and two policy briefs highlighting the major gaps and recommendations were produced. Table 2 below presents the gaps and recommendations;

Table 2: Gaps in the Housing and Microfinance Policies and recommendations

National Housing Policy	
Gaps	Recommendations
<ul style="list-style-type: none"> • Low investment in the housing sector • Low supply of housing units compared to the demand. • High poverty levels • High population • Shortage of institutional houses, and inadequate supply of building materials. • Lack of gender analysis of the key challenges in the sector. • Lack of clarity on whether the Ministry of Gender was consulted. • The policy does not recognize the gender dimensions of access to land and its implications for women's limited ability to afford and own a house. • Limited sources of housing finance in the country. 	<ul style="list-style-type: none"> • Conduct and provide gender analysis of key challenges to housing in Uganda. • Align the policy to key international, regional and national legal frameworks • Provide sex-disaggregated data on house deficit and homelessness in the country. • Include MGLSD among the core ministries to develop guidelines for gender mainstreaming in the housing sector. • Acknowledge gender dimensions on access and control of land by men and women • Put in place strategies that advocate for gender equality in land inheritance rights. • Put in place measure that enhance the ability of low-income women (and men) to access land and housing. • Develop credit and finance options to support the housing needs of low-income women and their families.

Microfinance Policy and Regulatory Framework	
Gaps	Recommendations
<ul style="list-style-type: none"> • Lack of gender-disaggregated data on MFI performance, challenges and governance of the microfinance institutions. • The proposed policy objectives and strategies don't envisage gender equality outcomes. • It is not clear who participated in the development of the policy since the process is not elaborated. • The policy is not aligned to national and international instruments such as the NDP1, CEDAW, Maputo Protocol, the Beijing Platform of Action and the MDGs. • The objectives do not embrace the principle of equality. • The strategies do not provide for the interests of the poor. 	<ul style="list-style-type: none"> • Provide gender-disaggregated data on the performance of microfinance in Uganda. • Conduct a gender analysis of the background and situational analysis of microfinance delivery in Uganda. • Provide information on the policy development process and the stakeholders involved. • Align the policy to the international and national commitments. • Formulate the guiding principles of the policy, including those that embrace the values of equality and equity and women's empowerment. • Establish a Gender Innovation Challenge Fund for the microfinance industry to develop models, methodologies, products, procedures and measures for financial intermediation tailored to the needs of low-income women in urban and rural areas.

2.2.2 Monitoring the Implementation of Gender-Based Violence Laws and Policies



Other key achievements registered by ACFODE from monitoring the implementation of y, the Domestic Violence Act 2010 and the National Policy on Elimination of GBV and its Action Plan 2016. The successes were secured as a result of duty bearers fulfilling commitments towards the issues presented by citizens through the Advocacy Group Members who monitored GBV service delivery at Police Stations and the Community Development Offices in the district of Lamwo and Omoro in Northern Uganda.

At the national level, 3 engagements were held with policy makers and duty bearers on the gaps in implementation of the GBV laws and policies. These included members the Uganda Women Parliamentary Association (UWOPA) and the Committee on Social Services.

The engagements were done in collaboration with the Civil Society Budget Advocacy group (CSBAG). ACFODE also held breakfast meetings with Ministry of Gender and Uganda Police over the issues related to gaps within the DVA 2010 and the National Policy on Elimination of GBV and its Action Plan 2016. In all these engagements, ACFODE secured commitments to address the gaps and will follow up to ensure fulfillment.

Table 3: Highlight of the registered advocacy successes and proposals on the implementation of DVA 2010 and the National Policy on Elimination of GBV and its Action Plan 2016.

District and Sub-county level	National level
<ol style="list-style-type: none"> 1. Paloga Sub-county Women Caucus lobbied for a female Police Officer in the CFPU and she was posted. 2. Bobi Sub-county Women Caucus lobbied for recruitment of qualified medical officer to handle Police Form 3 and 3A at Bobi Health Centre and an officer was posted. 3. Budget allocations for GBV work were made in 4 Sub-counties in FY 2019/20. 	<ol style="list-style-type: none"> 1. Member of UWOPA pledged to ensure that MGLSD provides proper coordination and supervision of GBV work. 2. Parliament to ensure that MGLSD develops a plan and budget for coordinating GBV work. 3. Parliament to ensure that Government and District Local Governments adequately utilize the local council 1 structure in implementing GBV laws and policies. 4. Parliament to ensure that Government sets up Grade 1 Courts in all districts (Lamwo and Omoro). 5. Parliament to ensure that Government releases the unconditional grant to districts to enable them realize their plans and budgets.

2.2.3 Influencing National Budget Policies for FY 2019/2020



ACFODE is increasingly becoming aware that it is through citizen friendly budget policies that the vulnerable will receive appropriate service delivery. During the year, efforts were made to integrate budget advocacy into the organization’s work to influence government decisions. In collaboration with the Civil Society Budget Advocacy Group (CSBAG), ACFODE joined other CSOs to develop position papers with alternative budget proposals which were presented to Parliament through the Committee on Social Services. These included GBV and we are glad to report that as a result, Ministry of Gender received UGX 27.6m in FY 2019/20 to specifically support GBV cases that cannot be handled at district level. Although seemingly small, the allocation was a major break-through because it is the first time in Uganda that a budget is allocated specifically for GBV work. ACFODE will continue to utilize this space in the coming years to advocate for increased financing for GBV prevention and response.

2.2.4 Building the Capacity of Partners to Monitor the Implementation of Policies that Impact on Gender Equality



During the year, ACFODE continued to play a strategic and technical role in building the capacity of 4 partner organizations in analyzing and monitoring the implementation of gender policies. The partners are Shelter and Settlement Alternatives (SSA), Uganda Central Cooperative Financial Services (UCCFS), Mt. Rwenzori Coffee Farmers Cooperative Union (MRCFCU) and Semuliki Cooperative Union (SEMUCU) who were supported to identify land rights. advocacy issues. The advocacy issues identified included inadequate financing for the Land sector in Uganda; unregulated land market; Contradictory land laws; multiple competing power centers i.e. District Land Board, Ministry of Lands Housing and Urban Development (MLHUD); lack of public awareness on the National Land Policy, high costs of surveying land and acquiring land titles. Recommendations made regarding the advocacy issues included; lobbying for adequate resource allocation towards the land

sector; regulating the land market; creating incentives to encourage land utilization for example taxation; aligning the mandate of the different organisations such as the land board, land commission and Ministry of Lands and Public sensitization on the National Land Policy.

There is increased knowledge among partners on the different provisions in the National Land policy such as the constitutional and legal framework, land tenure systems, land rights administration framework, land use and land management framework and implementation framework for the National Land policy.

ACFODE also mentored Muslim Centre for Justice and Law (MCJL) in Omoro district how to monitor the implementation of GBV laws and policies specifically the National Gender policy and its Action Plan 2016. Working with citizens in Northern Uganda, MCJL carried out quarterly monitoring visits during which key gaps in the implementation of the mentioned GBV legislations were identified and presented to duty bearers for action.

As a result, there has been increased engagement between the partners and the duty bearers on gender equality concerns such as inadequate housing, poverty, and limited implementation of GBV policies. The partners engaged policy makers and duty bearers at national level and secured several commitments. In the coming year, ACFODE will make follow ups to ensure that the commitments are fulfilled.

2.3 Achievements: Pillar 2 - Leadership Development

2.3.1 Formation of Women Caucuses

In the year 2019, ACFODE supported a number of political, technical and



CSO leaders to champion women's rights and gender equality in different local governments. As a result, 10 women caucuses were formed in 10 district level while 20 sub-county level women caucuses were formed in the same districts (Kaberamaido, Oyam, Apac, Amolatar, Kibaale, Masaka, Rakai, Kalangala, Rubanda and Kanungu). Over 266 women councilors learnt how to influence council proceedings including gender, budgeting, planning, budgeting, monitoring implementation of government programmes and policies, lobbying and advocating for prioritization of issues that affect women, girls and other marginalized groups.

As a result, the caucuses developed and implemented action plans and realized several successes. They raised awareness of communities on GBV, importance of girl child education and how to benefit from government programmes. They presented and influenced issues on gender equality in council. For example, in Apac they influenced council to pass a resolution to construct female toilets with wash rooms in primary schools. In Kalangala, they caused council to establish mechanisms to stop the rape of women on landing sites. They also advocated for water ambulances on islands to transport expectant mothers.

2.3.2 Formation of Women Leadership Network in Refugee Settlement and Host Community



ACFODE in collaboration with International Rescue Committee (IRC) identified and trained a total of 21 (17 refugees and 4 host community) women leaders selected from the Bidi-Bidi and Imvepi refugee settlements as well as their host communities. The trained women leaders, who included women led groups within the refugee settlement and

host community, acquired knowledge on their role of engaging in spaces of influence. A women's leadership network was formed and commitments to guide their advocacy work were secured. The leadership training created an opportunity for the women leaders to share their experiences regarding their leadership journey, milestones achieved in advocating for the lives of diverse women and girls, challenges and strategies to overcome them amidst the patriarchy nature of the society.

2.3.3 Formation of Gender Accountability Forums



During the reporting period, ACFODE together with District women rights organizations from the districts of Oyam, Apac, Kaberamaido, Amolator, Kibaale, Rakai, Masaka, Kalangala, Rubanda and Kanungu districts coordinated 20 gender accountability forums. The forums provided an opportunity for the Councilors to communicate with their electorates on gender responsive policies, plans and budgets that have been passed in the financial year. Different government and development programmes such as Uganda Women's Entrepreneurship Project (UWEP), Youth Livelihood program and Operation Wealth Generation and provision of other services in the sub-county were shared.

This also enhanced community awareness on gender, the roles and responsibilities of the local councilors and technocrats. Over 1,721 (1,114 females and 607 male) community women and men were reached, with formation of gender development forums in each of the project sub counties. The forums also help to monitor and receive feedback from citizens on the performance of government programmes UWEP, YLP, and OWC.

2.3.4 Induction of Duty Bearers



A total of 224 district and sub county duty bearers from 10 districts received training on gender mainstreaming. These included Assistant Secretaries, Administrative Officers, Planners, Community Development Officers, Agriculture Officers, Health Officers, Education Officers, and Engineers. They analyzed their departmental plans and budgets and identified gender gaps therein. They proposed solutions which they have used to address the gaps. As a result, of this intervention there is increased gender responsive planning and budgeting across the sectors in the targeted districts.

2.3.5 Capacity Building of Women's Rights Organizations



ACFODE also built the capacity of Women's Rights Organizations (WROs) in the 10 targeted districts whereby 184 women leaders in the selected organizations acquired knowledge and skills in activism and advocacy for gender-responsive service delivery and gender accountability. The participants included Chairpersons, Executive Directors, Managers, Secretaries, Treasurers, and staff of the organizations. They learnt how to network and advocate for better service delivery. They developed action plans with gender focused issues which will guide implementation.

2.3.6 Training of Community Groups



Community Monitors

Relatedly, ACFODE conducted orientation for 120 community monitors in gender and the human rights-based approach in Oyam and Amolatar districts. They

included rights holders, civil society actors and the private sector. Following the training, they monitored health facilities and schools and presented 5 issues to the duty bearers for solutions. They secured commitments which ACFODE will follow up in the coming years.

Youths Engagement

Another training involving 140 youth from Oyam and Amolatar was conducted during the year. The youth gained knowledge on gender, advocacy, rights, entitlements and responsibilities and this motivated them to participate in local governance and advance women and girl's rights in their communities. They committed to take up leadership positions in their communities and work with cultural, political and religious leaders to advance the rights of women and girls in their communities.

Gender Focal Persons

ACFODE trained 80 Gender Focal Persons from 4 partner organizations namely SSA, UCCFS, MRCFCU and SEMUCU. The goal of the training was to build and strengthen We Effect partner members' capacity to tackle unequal gender relations throughout their work. This led increased awareness on gender equality among partners hence leading to gender integration in the different activities. In addition, ACFODE provided technical support during the review and development of the gender policies for partners and has resulted into active participation of women in leadership and in decision-making processes among partners. For example, the number of women in management positions at SEMUCU increased from 2 in 2017 to 8 in 2019 while at UCCFS, women leaders increased from 3,608 to 3,759 by end of December 2019 across all SACCOs. SSA increased the number of women on the board to meet the required majority as per the gender policy of 1/3. There is a change in Cooperative bylaws at UCCFS to

include in gender component for leadership and management and services provided; selection/vetting committees consider gender inclusive leadership.

2.3.7 Gender Advocacy Debates for Higher Institutions of Learning



Two (2) debate competitions on gender advocacy involving students from higher institutions of learning were held during the year. These were at regional and national levels and involved 9 Universities across the country attracting 80 students. The debates were organized to provide the youth with spaces to participate in leadership and decision-making.

The debates provided effective forums for young people to engage in discussions on gender, democracy, good governance. Participants identified 5 gender advocacy issues in their institutions and this kick-started thought about the development of gender responsive policies in the institutions to address the issues. Some of the issues identified included the rampant sexual harassment in Universities by mostly lecturers, and absence of policies on sexual harassment at some Universities.

2.3.8 Mentoring the Youth and Women for Civic Engagement

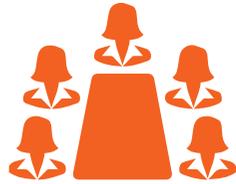


During 2019, the pilot programme on mentoring the youth and young women for civic engagement the SAUTI YA SASA came to end. The 9 months was implemented in Kampala. The programme had 19 mentees successfully completing with new competences in project design, public speaking, entrepreneurship, financial management, communication and documentation among others. Some of them secured career

development through acquisition of scholarships for further studies and new jobs or promotions while others secured funding for their initiatives. A total of 17 mentors participated in the programme.

2.3.9 National Women's Conference

ACFODE organized a National Women's Conference on the advancement of women's rights. It was attended by 80 representatives from Government Ministries, Departments and Agencies such as Ministry of Gender, Equal Opportunities Commission, Police, Members of Parliament, Development Partners, Civil Society Institutions, Institutions of Higher Learning, and the Media. Topics included commercialization of politics, election violence, sexual harassment in higher institutions of learning and human trafficking. A total of 10 recommendations were made to address the identified issues.



Religious and Cultural Leaders

A total of 31 community leaders including 15 religious leaders and 16 cultural leaders in Gulu, Pallisa, Kamuli, and Moroto districts were trained on women's right to leadership. They are now championing gender equality through spaces such as churches, associations and clan meetings. In the year under review, they reached over 100,000 people with messages on women's rights to political participation and decision-making processes.

2.4 Achievements: Pillar 3 – Social Change

2.4.1 Training for Community Actors

Male Gender Champions

A total of 100 male gender champions in Amolatar were trained on women's rights

and the negative socio-cultural practices that perpetuate gender inequalities. They carried out several activities to cause change in their communities. For example, they sensitized communities on women's rights and VSLA. They conducted community dialogues on child neglect, conducted home visits to follow up on GBV survivors, and also held meetings on issues of women's rights. They also sensitized communities on how to access government programmes such as YLP and UWEP. In Namasale Sub-county in Amolatar, they lobbied for the inclusion of sanitary pads for girls in school. This is reflected in the Sub county budget proposals for the Financial Year 2018/2019.

Law Enforcement Officers

ACFODE trained 50 law enforcement officers specifically from Police (9 females and 41 males) and the District Gender Focal Persons on the



Image 3: Male Gender Champions in Amolatar after the training

Domestic Violence Act 2010. The training covered the proper handling of Domestic Violence and other forms of Violence against women and girls.

GBV Actors in Refugee Settlements and Host Communities

ACFODE with financial support from International Rescue Committee (IRC), and in partnership with WORUDET identified and trained 15 (7 female and 8 male) GBV actors working in Palabek refugee settlement and host community in Lamwo District. The GBV inclusive workshop focused on equipping GBV actors with knowledge and skills on understating and appreciating the needs and interests of diverse women and girls. Inclusion of identified needs in planning and budgeting as well as provision of timely quality GBV services. Key issues highlighted from the training include; increased

risk of oppression among women and girls in service provision, discrimination including race, age, disability and religion, inequalities in distribution of services among adolescent girls with disabilities, older women, as well as women and adolescent girls with diverse sexual orientation and gender identities. As a result, commitments were made by district leadership and GBV actors to pay attention to the needs and interests of diverse women and girls, reshaping of programmes and interventions that respond the needs and interests of diverse groups. Inclusion of a thematic area on district evaluation form within the refugee settlement, this will help the district monitoring team to capture gaps, challenges and risks that affect women and girls in humanitarian settings as well as host community.

2.4.2 Community Dialogues on Gender Responsive Civic Education and Parenting



ACFODE organised community dialogues in Pallisa district on gender responsive civic education were and over 740 citizens attended. They learnt about the relationship between culture, religion, gender equality and women's rights, especially the right to leadership and political participation. They also appreciated the role of culture and religion in promoting women's rights.

ACFODE also conducted community dialogues on parenting attended by 1,280 (977 males and 303 females) including community leaders, religious and clan leaders; and schools in Amolatar and Oyam districts. They discussed the roles and responsibilities of parents and guardians with regard to safety of children, prevention of sexual violence and early



marriage. Parents agreed on a number of issues: increase Have interest in their children's school work and progress, regular communication with the school authorities, prompt report of the children's absence or late arrival to the school authorities, be familiar with the code of conduct and school rules among others. The teachers also agreed to transfer knowledge to pupils and students, provide a safe learning environment, seek to inspire girls and boys to make a positive impact on their communities and motivate students towards achieving their goals among others.

2.4.4 Extending GBV Prevention and Response to Refugee Settings



During 2019, ACFODE rolled out a new project to stop sexual and gender-based violence among refugees and their host community in Kyaka II refugee settlement in Kyegegwa district. This was after realizing the impact of conflict on women and the high magnitude of SGBV in the settlement.

Preliminary activities were achieved including a pre-visit to settlement, a visit by the Development Partner (EIRENE) Desk Officer, interactions with the project stakeholders, clearances by the Office of the Prime Minister, and selection of the resource persons to support ACFODE in this new venture of humanitarian work. At programme level, the project work plans, budgets and M&E framework were also concluded. The organization is ready for the full-scale implementation of the project.

2.4.5 Working with Model Couples



The Model Couple approach continued to be a powerful tool for

ACFODE in the fight against negative socio-cultural practices that cause gender inequalities in families. During 2019, focus was placed on following up the model couples that were trained in 2018 in the districts of Kasese, Bundibugyo and Kampala to determine the successes. This was done in collaboration with 4 ACFODE partner organizations namely SSA, UCCFS, SEMUCU and MRCFCU. There is reported increased awareness among communities on gender equality and women's rights as a result of interventions by model couples. There is increased members' awareness on the roles and responsibilities of each member of the family, there is peace and unity among family members of model couples that were trained and sensitized, there is reduction in family extravagancy since couples plan together for their families. Couples who were not taking their children to school have started doing so and there is also increased tolerance among families since men have started to develop a positive perception towards gender equality. There was formation of model couple groups in Bundibugyo with a purpose of addressing gender-based violence and promoting gender equality.

2.5 Achievements: Pillar 4 – Economic Empowerment

2.5.1 VSLAs Sustain Saving Culture



In 2019, ACFODE continued to engage with the Village Savings and Loan Schemes (VSLA) and Social Enterprise Groups in the districts of Apac, Dokolo, Oyam and Amolator in Northern Uganda. The VSLAs have sustained their culture of saving, borrowing, lending and investment in various income generating activities such as piggy,

making liquid soap, baking and cultivation. In addition, the different groups are able to access financial services through Savings and Credit Cooperate Organizations (SACCOs) within their areas of operation.

This has improved the socio-economic wellbeing of women and young people. For example, among the 7 groups in Oyam and Amolator, 38 members have bakery businesses, while 3 have liquid soap making business. In Apac and Dokolo, the VSLAs have saved between UGX 4,700,000/= and 8,500,000/=.

In addition to accessing finances, the women and youth have increased access and utilization of economic opportunities provided by government and private sector for the realization of their socio-economic rights. One of the VSLAs in Apac district, Bed Iworo, received UGX 5,000,000/= (five Million shillings only) from Apac District Local Government under the programme of Community Demand Driven projects (CDD). In addition to receiving cash benefits, some of the VSLAs have received training as a result of linkage to the district leadership, for example, Adyeri VSLA in Apac sub-county. The group has also started making liquid soap as an income generating activity. Every week the group makes 40litres of liquid soap and supplies it to shops and supper markets at 1,000/= for each 500ml bottle.

2.5.2 Graduation for youth under Church of Uganda apprenticeship programme.



ACFODE supported Church of Uganda to organize the graduation ceremonies for the youth who underwent apprenticeship in vocational skills. The ceremonies took place in Oyam and Amolatar and involved a total of 137

youth (113 females and 25 males). The youth graduated in various trades including tailoring, brick- laying, and motor mechanics. They received start-up kits to enable them put into practice the acquired skills and knowledge.

2.6 Achievements: Pillar 5 – Organizational Development

2.5.1 Development of a New Organizational Structure



As a way of strengthening structures and operations of the organization, ACFODE started re-structuring to align the roles of staff to the new strategic plan. This task was handled by the Committee of Board on Human Resource which convened several times during the year to develop the new structure. The process was also supported by an external consultant and management at ACFODE. The new structure will be completed and implemented in the coming year.

2.5.2 Review of ACFODE's Policies



To further strengthen systems, ACFODE reviewed the organization's key policies namely the Human Resources policy, the Financial policy and the membership policy. This was one with a view of putting aligning the strategic plan, organizational structure and the operating environment. The organization has also reviewed the its Board operational manual. develop.

2.5.4 Meetings



During the year, ACFODE held regular bi-monthly staff meetings to plan review and re- strategies. A total of 22 staff meetings were held. The meetings

provided information on plans and updates on implemented activities. They also provided opportunities to share strategies and approaches. The meetings also served as accountability for a for staff members.

Relatedly, 3 programme review meetings were held during the year, these were attended by 2 Board members who provided technical support on reporting and follow of results. During the reviews, programme reports were assessed against targets. Strategies to enhance implementation were discussed and agreed upon.

At board level several meetings held including: 4 ordinary board meetings, 2 extra board meetings, and 12 board committee meetings were held.

2.5.5 Establishment of an M&E System



An M&E system for the organization was established. It includes the following components: A Results Framework for the Strategic Plan 2019-2023, a comprehensive M&E plan for the Annual Work Plan 2019, Reporting Frameworks with guidelines, M&E plans for projects and data processing packages. However, there are still challenges and efforts are being made to address them Efficiency and effectiveness have been enhanced since decision-making is now evidence-based. Programming and reporting have also improved.

2.5.6 Programme Development



It is through mobilizing resources that ACFODE is able to deliver her mandate. During the year, the organization secured funding for new projects. These include:

- 1) **Protection of Women's and Children's Rights in Uganda (PWACRU)** developed in collaboration with We Effect and funded by European Union (EU). It will be implemented in six (6) districts including Bukomansimbi, Kalungu, Kisoro, Kanungu, Rubanda and Rukiga.
- 2) **Prevention of Sexual Violence in Ugandan Refugee Camps and their Neighboring Communities.** This is funded by EIRENE and implementation has already started in Kyaka II Refugee Settlement in Kyegegwa district. it will run from 2019 to 2022.
- 3) **Mentoring Youth and Women for Civic Engagement (SAUTI YA SASA II).** This will be funded by GIZ and will be for 1 year. It will be implemented at national level but beneficiaries will be selected from all regions / districts across the country.

During the year, ACFODE also secured partnership with HORIZONT3000 – a technical development organization that provides technical support in programming to non-governmental organizations in different parts of the world. Therefore, ACFODE received a technical resource mobilization advisor who supported the organization in developing donor mapping inventory investment plan, organizing a donor conference and other resource mobilization strategies.

2.5.7 Governance and Leadership Structures



The other notable achievement was the enhancement of capacities in leadership and governance of ACFODE and some partner organizations. This followed an Octagon Capacity Assessment (OCA) process

that documented areas of strength and areas of improvement and the development of action plans by the partners.

Some of the achievements for ACFODE include strengthened organisational systems, for example, human resources including securing a resource mobilisation advisor, a functional M&E system, and alignment of the organizational structure to ACFODE's new strategy.

At partner level, there was increased active participation of women in leadership and in decision-making processes among partners. For example, at SEMUCU, the number of women in management positions increased from 2 in 2017 to 8 in 2019 while at UCCFS, women members increased from 3,608 to 3,759 by end of 2019 across all SACCOs.

SSA increased the number of women on the board to meet the required majority as per the gender policy of 1 out of 3. There is a change in Cooperative bylaws at UCCFS to include in gender component for leadership and management and services provided; selection/vetting committees consider gender inclusive leadership.

2.5.8 Capacity Building for Staff



A total of 15 (13 females and 2 male) staff members acquired knowledge and skills in GBV inclusive programming. The training enabled staff to reflect on the target groups across different projects and programmes implemented by ACFODE. Participants were able to appreciate the different categories of beneficiaries, challenges and risks related to GBV. Some of the key highlighted categories of people include; adolescent girls, women who are older, women and Girls with disabilities, women and Girls with diverse sexual orientations and identities, women and girls with diverse religious, cultural and ethnic affiliations.

2.5.9 Staffing



During 2019, the organization maintained a workforce of 25 staff members including management, programme / project officers, project assistants, volunteers and support staff. They included 16 females and 9 males.

3.0 Other Activities

3.1 Cross-cutting issues

Climate change adaptations and mitigation

ACFDOE is aware of the increasing need for integrated approaches and the importance of holistic programming in development work. The organization remains committed to this and during the year, several cross-cutting issues were incorporated in the organization's work. These included climate change. Several media programmes, community dialogues and community trainings on climate adaptation and environmentally friendly sources of energy were conducted. The listeners understood how their actions affect the environment. A total of 384 (162 females and 222 males) in Oyam District and 309 (180 males and 129 females) in Amolatar District were reached. Over 120 women and child mothers received knowledge and skills on alternative sources of energy. They learnt how to make briquettes and cook stoves manufactured from readily available and low-cost fuel sources.

Publicity and Visibility activities

During the year, the organization revamped and launched a more interactive, and dynamic website. It can be accessed via the old URL on www.acfode.org. There was an update of the organisation's virtual spaces, that is, website, as well as Facebook and Twitter pages.

Others are IEC materials including 7,840 posters on women's right to political participation, leadership and gender equality; 200 policy briefs on the National Housing policy, 200 policy briefs on the National Microfinance policy, 1,000

copies of the Arise Magazine; 500 T-Shirts; and 25 Flip Stands.

Also, ACFODE produced and disseminated 840 copies of posters (100 Ateso, 100 Lugwere, 100 Lusoga, 100 Acholi, 40 Nga Karamojong and 400 in English); 7,000 posters on women's right to political participation, leadership and gender equality; 500 T-shirts all disseminated and distributed in Gulu, Moroto, Pallisa and Kamuli districts. Others were 25 flip stands customised and embedded with advocacy messages on women's rights.

There were 8 radio sets which were distributed to listener clubs in Palisa district; newspaper supplements in the New Vision on how women benefit from cooperatives and highlights on cultural norms that hinder women's full participation in agribusiness and in cooperative leadership; online quarterly organisational newsletters summarizing key programme/project outcomes have been produced and disseminated.

The organization also produced and disseminated 1,000 copies of ISSUE 66 of the Arise Magazine on "**Women in Uniform: Traditional Versus Non-Traditional Careers for Women**". The Edition looks at the wearing down of stereotypes and the change in attitudes against women in different sectors. It captures experiences in women's career aspirations and how this has affected the workplace, marriage relations and other areas of life. Also produced another 1,000 copies of Arise issue 67 on online violence.

3.2 Networking

ACFODE understands that it is through working with other like-minded organizations that efforts are combined for stronger voices. During the year, the organization participated in different networking activities. The most notable ones included: CSO workshop to develop alternative budget proposals to the NBFP organized by CSBAG, the round table discussion organized by Care International on “savings groups as a vehicle for advancing women’s economic empowerment”; the gender and advocacy skills workshop organised by Strategic Initiative for Women in the Horn of Africa (SIHA); the consultation workshop on the re-drafted Sexual Offences Bill organized by Plan Uganda in collaboration with UWOPA; the dissemination workshop for the gender responsive budgeting

study findings organized by Advocates Coalition for Development and Environment (ACODE); the National Cooperatives Policy validation meeting; and the CSW 63 in New York on the status of Women (CSW) where ACFODE was represented by the Executive Director.

ACFODE also participated in a deep dive workshop on GBV Inclusive programming in Cape Town, South Africa, where different women rights organizations working with refugee settings were equipped with knowledge and skills in understanding the diverse needs of women and girls. BLTG (Building Local, Thinking Global and Listen up Annual workshop organized by International Rescue Committee on promoting women’s transformative leadership in gender-based violence (GBV) emergency preparedness and response.

3.3 ACFODE 2019 Work in Pictures



SAUTI YA SASA mentors during a reflection meeting at ACFODE on the progress of the coaching mentees.



SAUTI YA SASA mentees during a group assignment in one of the monthly sessions.



Participants in a group discussion during the training of SEMUCU and MRCFCU on the Land Policy.



Ms. Josephine Kasaija guiding a group during the training of SEMUCU and MRCFCU on the Land Policy.



The Youth Graduation Ceremony - Parents and guest at the ceremony.



The Youth Graduation Ceremony – start up kits provided to the graduating youth.



The Youth Graduation Ceremony – ACFODE Executive Director joining in the dance.



The Youth Graduation ceremony – Some of the performances at the ceremony.



Women caucus members during a group work session.



A councilor shares her experiences during the caucus meeting.



A cross section of participants during the training of MRCFCU on women's rights and gender equality.



Mr. Julius Kiseembo facilitating a session during the training of MRCFCU on women's rights and gender



A male participant reacting during the training of MRCFCU on women's rights and gender equality.



A female participant sharing during the training of MRCFCU on women's rights and gender equality.



The winning debating team pauses for a photo with ACFODE Executive Director and Mr Valentin from KAS



One of the debaters making her submission during the debate competitions

4.0 ACFODE 2019 Change Stories

4.1. SAUTI YA SASA Mentees Secure Important Networks for their Initiatives

The mentees who attended the SAUTI YA SASA youth mentoring programme implemented by Action for Development (ACFODE) managed to secure important networks for their initiatives. They submitted proposals and secured partnership for new projects. This arose from the knowledge and skills planning, gender mainstreaming, fundraising, networking, and communication among others that they acquired while on the programme.

Ms Daisy Naluwuge of Kisoboka Africa Initiative - a Community Based Organization (CBO) in Lwengo district (greater Masaka) – secured funding from MNS Foundation in the United States for a project on financial literacy training and income generating activities for rural women and youth. Kisoboka Initiative also integrated gender in their operations. In the words of Ms Naluwuge;

Daisy Naluwuge is not the only success. Emmanuel Oruk, one of the 7 male youths who completed the programme, delivered improved trainings on the use of the internet to users across different parts of the Uganda. According to him, he can now prepare and deliver 100% content that is loved and appreciated better by users. Currently, Oruk is implementing the Google Digital Skills Programme for Africa, which according to him, is running very smoothly due to the new skills and knowledge acquired through networking with organizations across the world. In his own words;

“we now do things differently because of the mentoring. We have improved our engagements with the communities, we have also integrated gender into our initiatives”.

Daisy added;

“I was guided by my mentor Ms Susan Bakesha on how to fundraise for projects. Later, my initiative (Kisoboka Africa Initiative) hosted guests from MNS Foundation in USA and submitted a proposal. The response was positive and we are now waiting for funding in 2020 for a project on scaling up financial literacy training and income generating activities for rural women and youth”.

*“my mentor invited me to attend workshops and conferences, the most outstanding being the Africa Internet Summit, which was in line with what we were both engaging. Through that workshop, I interacted with internet organizations and fraternities across the world and I learnt a lot of things which I am now applying”, **he said.***

The other key success is Winnie Ejou who also confidently reported that she learnt and mastered grant and proposal writing as well as networking. This enabled her to enhance performance.

Prior to the success, the mentees grappled with limitations in several skill sets including networking and fundraising, proposal writing, communication and leadership. Many of them cited the desire to improve these limitations as the motivation for joining the programme. Indeed prior to the programme, many mentees rated themselves average or even poor. In addition, their mentors also rated them average and on some rare occasions just good. Very few considered themselves very good or excellent. Oruk confirmed this when he said;

"I was just average when I joined the programme",

To equip the mentees with the knowledge and skills that enabled them to score the above successes, ACFODE carried out a number of activities. After selecting the mentees and mentors, ACFODE developed programme materials which included a mentoring guide which detailed out the actions that guided the mentors and mentees in understanding and executing the program. ACFODE also conducted orientation and pairing of the mentees and mentors. These were facilitated to develop and implement action plans containing key activities, milestones and schedules for implementation.

There were monthly sessions for mentees on topical issues including gender and civic engagement, entrepreneurship, plus personal and professional development. The sessions enabled the mentees to share experiences and these were facilitated by experts in gender and career development. While commenting on the monthly sessions, Daisy revealed that she became a better person and a team player;

"I learnt a lot from the joint monthly sessions that were facilitated at ACFODE. I became a better team player, and my interpersonal skills improved. I now understand better the views of other people and also the beauty of agreeing to disagree", she said.

Besides the monthly sessions, ACFODE also facilitated the mentors to engage with their mentees in one-on-one approaches executed according to agreed plans and actions. These engagements took the form of physical meetings, telephone calls, emails and WhatsApp posts. They varied in the way they were conducted and managed as some held them once a month or



once a fortnight while others held them several times in a month depending on the issues at hand and availability of both the mentee and the mentor. During the engagements, the mentors provided guidance and shared knowledge and skills on the various competences that the mentees were developing.

While appreciating the value of the one-on-one engagements, Daisy disclosed that it was during these meetings that her mentor provided her with the tips on how to prepare and present herself before a meeting with potential funders.

4.2. Effective Service Delivery / Accountability



"I am Samuel Bua, together with Martin Eyoko and Agnes Ogwang, we attended ACFODE's training on social accountability in Oyam district during which we were tasked to follow up on schools and hospitals in our community and to educate the community on women and girls' rights. So far, we have visited Itabra and Barrio primary schools. Both schools lacked changing rooms for the girls who had to go to the senior woman's house whenever they needed to alternate. We advised that schools provide girls

with at least one room and also make a provision to use solar power, especially for the boarding section in case of power blackouts. We further organised meetings with heads of schools and teachers to follow up on government funds allocated to the different schools. Our discovery was that most funds were either not being disbursed by local government or were not used for the rightful purposes. Such interventions have challenged community leaders across different spheres to rightfully spend public funds because they know the community members are now empowered enough to hold them accountable."

4.3. Social Enterprise impact on women empowerment



My name is Anyolo Brenda. I am in Senior Two at Agwingwiri Girls School in Amolatar district. When I told my parents I was pregnant, our house was thrown into turmoil. It was like hurling a crisis on an already fragile situation, as it caused everything to explode. I had to leave my parent's home since they disowned me — and moved from one place to another for close to two months. It was a really stressful and difficult

time because I was mostly living with strangers, a thing that made me more vulnerable. We were trained in social enterprise and given handcraft making, and bakery skills and taught how to make reusable sanitary towels. These trainings gave me a hope for a bright future, since I was taught the importance of positive thinking, hard work, saving, and given skills on how to build a business enterprise from scratch. Now I no longer worry about my monthly periods because pads are not a problem any more, for I know how to make them. The first saving I ever made was from the transport refund we were given during the ACFODE training. I used the money to buy cassava flour for making local alcohol that my mother sells on my behalf when I am at school. I started my business on 11th November 2017 with just UGX 48,000 and after a few weeks, I managed to save UGX 30,000 from the business as profit. I also pay my mother a salary of UGX 15,000 every after a lump sum sale. In future, I want to be a nurse, and also start a bakery business. Due to the powerful counseling sessions I have received from the ACFODE monitors, I am more cautious with life and very focused on pursuing my education and life dreams. In addition, I no longer let negative experiences from my past define me. Thank you ACFODE for giving my life another chance to blossom.'

4.4. Using the law to ensure gender equality.



The fight for gender equality is an inclusive struggle," states Donge Joseph, Assistant Inspector of Police and head of the internally displaced people in Oyam district. When he first arrived in Oyam, he expected some of the cases of domestic violence, but not the high level of violence reported. "Training with ACFODE in women and girls' rights as well as gender-based violence has equipped me better to handle survivors of domestic violence and violence against women and girls. I usually conduct one-on-one talks with men about gender from the angle of the law because women's empowerment clashes with their culture.

As a result, general violence against women, especially domestic violence has greatly decreased. "Through community policing initiatives, I interact with women mostly and always encourage them to call me and/or come to my office at any time of the day in case they are faced with abuse. Now the men are careful not to harm the women because they know someone has their back," he adds.

4.5. VSLA members in Apac and Dokolo Districts

I am Lilly Omara, 56 years old and a member of the Bed Lworo Village Saving and Loans Association in Bed Lworo Village, Barodilo parish in Chegere sub-county, Apac District. The group was formed in 2014 with 30 (27 females and 3 male) members in. The main purpose of forming the group was to allow members participate in group farming and Village savings and loan association to reduce poverty in the household of the group members.

In the year 2016, Bed Lworo VSLA group was identified and supported by ACFODE, the group was trained in modern VSLA methodology and given financial assistance of 800,000/= as loan



capital to enable the group members borrow and start income generating activities. The intervention was done under the project entitled, “strengthening Institutions (formal and informal) to promote gender responsive social cultures in Apac and Dokolo”

At the end of the project intervention, ACFODE held an exit meeting and developed sustainability strategies. One of the sustainability strategies was to introduce the VSLA groups to different government programmes available at the sub-county and District level. As such, the meeting enabled Bed Lworo VSLA group members to reflect and they got inspired and applied for Restocking and Operation Wealth Creation programmes through the office of the Community Development Officer, Chegere sub-county.

The group was lucky to be selected and benefited from 30 dairy cows under restocking programmes and was also given farm inputs under Operation Wealth Creation. Under Operation Wealth Creation, the group received 5000 sacks of cassava cuttings, 100kg of maize seeds, 100kg of bean seed and 1000 orange seedlings. The cows were distributed randomly

to the group members. Members of the group were very excited to receive the cows and they were cautioned not sell them.

Since January 2019, nine cows have given birth and their owners are benefiting from milk as a source of income and home consumption. According to the members, each cow gives an average of 10-15 liters every day. **“I get 15 liters of milk every day from my dairy cow and when I sell the milk, I get an average of 25,000/= - 30,000/= per day. I make sure I save 20,000 every day. I intend to buy 3 more dairy cows at the end of this year since I have realized that milk brings a lot of money,” Says Lilly Omara, a group member.**

4.6. VSLA member in Apac and Dokolo Districts

My name is Amony Jenifer aged 32, from Bata sub-county in Dokolo District. I am a member of Barllela VSLA group which was formed in 2014. The group was formed mainly to engage in group farming. In 2016, the group was identified and trained by ACFODE on Modern method of Village savings and loan borrowing, financial literacy and investment. As such, the group



members managed to increase the level of their savings since the training inspired members to start different income generating activities and they were able to save weekly without fail.

“we used 2 million to buy 40 sacks of Maize at 500/= per kilogram and we sold it in Lira town at price of 1000/= per kilogram and we managed to realize 3.8 million out of our maize. With the profits we got from the maize, we decided to buy 60 piglets where each member was given two piglets for keeping. Therefore, the VSLA groups should continue training entrepreneurs to get skills and knowledge in selecting social businesses that are marketable and profitable as well,”
 Amoy Jenifer, group member.

4.7. Planning Together has Made our Home a Better Place to live

My name is Bebona Janet and am 46 years old. I come from Kirumya Growers’ Cooperative in Bundibugyo District. My husband and I used to fight so much. I would buy things without telling him, gossip with my friends and not take care of our children. I was very disrespectful yet my husband was respectful towards me.

One day a young man from Semuliki cooperative union called Byamuka Ibrahim came to our group and we welcomed him thinking that he had come to tell us about cocoa but instead he introduced himself as a person who had come to sensitize us about Gender Based Violence in our homes/cooperatives and working together jointly as a husband and wife.

He took us through the income and expenditure pot where he showed us how our expenditure is more than income, gender norms and responsibilities. He told us that if we work jointly with our husbands, we shall stop violating each



other which will lead us to a better home.

After the exercise, I went back home and started thinking on how I can change myself, i approached my husband on how we would make our home better. I knew I would not achieve this by myself, so I had to seek support from my husband and children. We sat together and we started discussing on how we would plan for our family expenditure.

Before, I met Ibrahim I used power over my husband that led him to almost kill me because of being a bad listener and disrespectful.

As I talk now me and my husband do things together. We share responsibilities of educating our children, while I pay some of the school requirements, my husband pays school fees, buys home utensils and other things. We are jointly working on a plan of constructing our house. I no longer doubt him that he has other wives, I realized that I was the root cause of some of the problems that we had in our home.

4.8. Communities Appreciates ACFODE

I appreciate ACFODE and IRC for bringing host community leaders on board because other NGOs consider only refugees in the community and yet us in the host communities are also affected by GBV, sexual abuse and exploitation in my community. I have acquired skills and knowledge on advocacy, lobbying and how to ably present women and girls' issues during planning and budgeting processes. **Ms. Hawa Ssebi- Parish chief-Yumbe District**

I am so pleased about the training and thank ACFODE for allowing to come and give our women refugee leaders from IMVEPI, BIDIBIDI



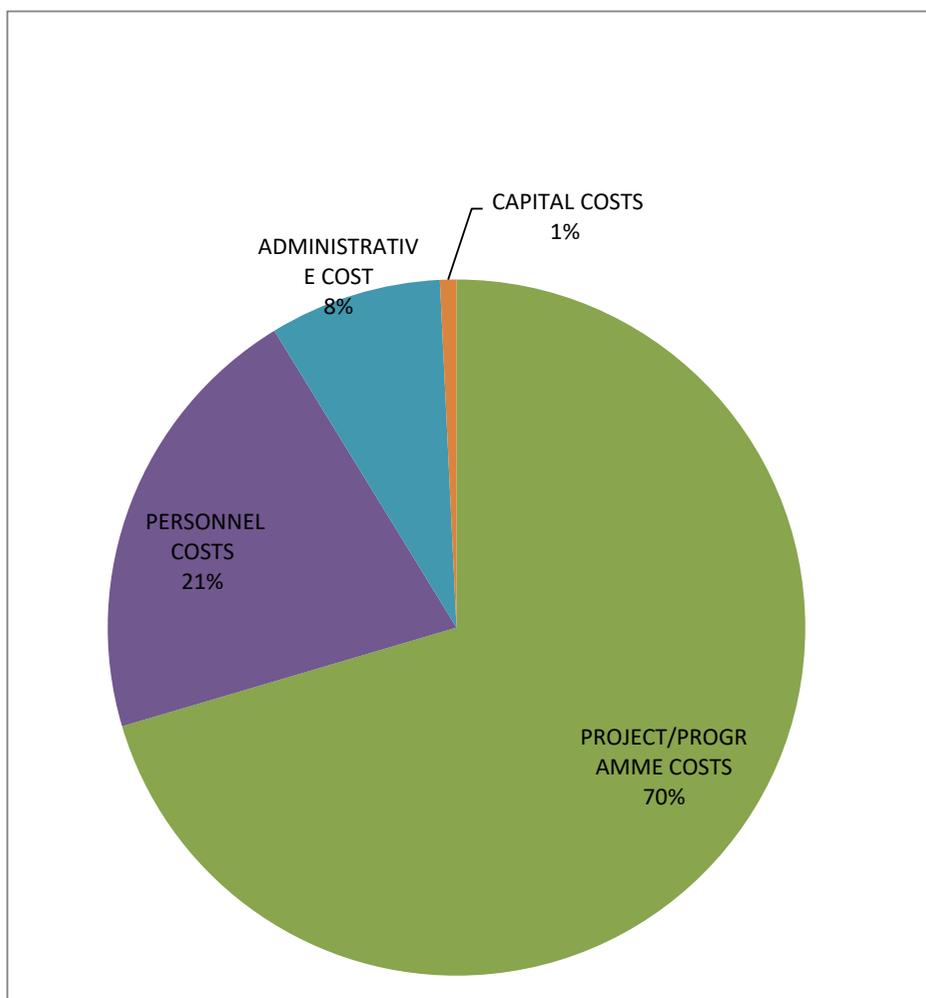
and the host communities an empowering gender advocacy training. All the women leaders have learnt a lot from ACFODE and I believe it's going to improve their leadership capacity. I still request ACFODE to continue mentoring and training our women refugee leaders so that they gain more knowledge and be coached for effective advocacy and lobbying. *Ms. Consolate Apio- Project officer-IRC Bidi Bidi refugee settlement.*

I thank God for the facilitators of this training because I have learnt a lot from the training. It is very fortunate that I have come for the training and as I go back to my community, I am going to make a change and open eyes of my fellow women on the importance of women in leadership processes. I also request that this should not be the last training because we have gained a lot like steps in advocacy, lobbying, and roles and responsibilities of women leaders. **Ms. Jemima Sadia-woman Leader-Bidi bidi refugee settlement**

5.0 2019 Financial Report

Action for Development Expenditure for the Year 2019

Project/Programme Costs	1,293,119,039
Personnel Costs	382,526,538
Administrative Cost	146,638,277
Capital Costs	13,980,000
Total	1,836,263,854



6.0 ACFODE Board of Directors



Dr. Euzobia Mugisha Baine
Chairperson



Jean Kemitare
Vice Chairperson



Gladys Nairuba
Treasurer



Richard Makumbi
Member



Susan Bakesha
Member



Stedia Asiimwe
Member



Matilda Makata
Member



Regina Bafaki
Board Secretary



Sandra Nassali
Staff Representative

7.0 ACODE Staff

Regina Bafaki	Executive Director
Joyce Nabaloga	Finance & Administration Manager
Vanessa Hugo	Technical Advisor: Programmes
Yossa Immaculate Daisy	Programme Officer: Human Rights & Governance Department
Sandra Nassali	Public Relations & Communications Specialist
Belinda Kyomuhendo	Programme Assistant
Happy Ainomugisha	Programme Assistant
Rukundo Rebecca	Programme Assistant
Faith Nakanwagi	Programme Assistant
Sherinah Namata	Communications Assistant
Shirley Aseko	Accounts Assistant
Moses Otwang	Field Officer Apac District
Filda Akongo	Field Officer Dokolo District
Washington Ebek	Field Officer Amolator District
Okello Robson	Field Officer Oyam District
Mugabe Allan	Field Officer Kisoro District
Jackline Nyiranse	Psychosocial Counselor Kisoro District
Theresa Sabano	Administrative Assistant
Godfrey Balyebuga	Transport & Logistics Officer
David Kitendere	Transport & Logistics Officer
Robina Nafuka	Office Attendant
Annette Naula	Chef
Edward Ssentumbwe	Volunteer

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