COMMUNITY LED, DATA INFORMED ACTIONS.

JAN-DEC 2018 ANNUAL REPORT
THREE P’S

+ People - are at the center of it all, listening to them is where it begins

Processes - that work give birth to innovations that transform lives

+ Proof - the data drives our actions at every point

In 2018 we were intentional about harnessing these 3 Ps, to inspire meaningful and lasting change.
I unveil to you a year that was groundbreaking for TPO Uganda with regards to organizational growth and partnerships. Our focus in 2018 aimed at rallying internal capacities including teams, resources and comparative advantage to impact our partnerships.

We celebrate a year that saw TPO Uganda become a prime partner directly receiving financial support from the United States Agency for International Development (USAID). This is symbolic of the organization’s continued investment in internal systems strengthening geared towards promoting accountability to ourselves, our partners and our targeted persons of concern.

It was particularly inspiring for TPO Uganda to mobilize resources to deliver psychological aid to survivors of the Lake Victoria boat cruise accident in November 2018. Through our corporate social responsibility, the organization will continue to explore opportunities to utilize its comparative advantage to maximize service delivery to most left out populations across the country.

Much of our achievements this year came from receiving and acting on feedback from our beneficiaries and partners. These learning approaches will continue to define our work over the coming years as we seek to continue delivering community led interventions.

We wouldn’t have achieved all this without the unwavering support from our donors, the promoters and the board. Management and staff worked tirelessly to ensure that the resources provided turned into the results contained in this report.

This report is dedicated to the children, youth, men, women with whom we relentlessly seek to create a society where communities enjoy mental health and socioeconomic wellbeing.
Underscoring our belief in evidence driven action |
Welcome note from the Country Director

Patrick Onyango Mangen
Country Director, TPO Uganda

Dear Reader,

I welcome you once again to a review of our 2018 strategic and implementation experiences profiled under our 2018 Annual report. The report is presented under the theme “community led; data driven actions”. It underscores strategic program elements that have been taken into consideration in the design and implementation of all our interventions.

Upon these, we deepened our involvement of communities in the thought process, implementation and monitoring of all our projects. We also took prevalence data such as from the Violence Against Children Study (VACS) and other project baselines which we have simplified for easy absorption, comprehension by community users and translation into scalable models and interventions using participatory research-based approaches.

Our aim in 2018 was to co-create community perceptions with scientific data on prevalence while documenting practice evidence of what works better from the perspectives of communities and families benefiting from our services.

We are immensely grateful to our lead Government ministries and departments, development partners, co-implementing partners and our staff. Your belief in our commitment to deliver mental health and socioeconomic wellbeing to most vulnerable communities is an invaluable link to the success of our interventions across the country.
Together with our partners including communities, civil society, the private sector and government empower communities improve their mental health and socio-economic wellbeing in a sustainable way.

- Professional Conduct
- Transparency
- Accountability
- Innovation
- Compassion
- Non-Discrimination
- Gender and Culture Inclusiveness

WHERE WE WORK

- 12 Development Partners
- 5 Consortia
- 3 Learning Groups
- 25,000+ families and households reached with services.

WE HAVE STRONG VALUES:

- Professional Conduct
- Transparency
- Accountability
- Innovation
- Compassion
- Non-Discrimination
- Gender and Culture Inclusiveness

WE WON'T STOP UNTILL:

- Together with our partners including communities, civil society, the private sector and government empower communities improve their mental health and socio-economic wellbeing in a sustainable way.

WHERE WE WORK

- 7 Regions
- 30 Districts
IN A SNAP SHOT

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REAL COMMUNITY LED CHANGE

PARTICIPATORY COMMUNITY BASED AND FAMILY ORIENTED INTERVENTIONS

SELF-HELP THROUGH COMMUNITY SUPPORT STRUCTURES

RIGHTS BASED PROGRAMMING

INNOVATION

CHANGE AND ERADICATION OF HARMFUL PRACTICES

SOCIAL ACCOUNTABILITY AND FEEDBACK
Healing has to be inside out and outside in. It does not matter how solid one appears outside if there is pain inside it will burst and soon the overflow will come out and debilitate and prevent effective functioning.

Social Worker, TPO Adjumani settlement.
Mental health is at the core of well being. TPO works towards providing mental health services that are culturally competent, available, easy to access, safe and supportive. Often the communities we serve have had their lives shattered, and providing a timely response requires us to raise awareness and build the capacity of community services and systems to manage common conditions. Critical conditions among war survivors include depression, trauma, anxiety, sexual and gender based violence. While mental health is integrated into all our work, the most urgent needs were in emergency humanitarian settings like the West Nile region. These responses were implemented through the support of the Trust Fund for Victims(TFV) project in Gulu, Kitgum, and Omoro, UNHCR in Yumbe and Arua, European Union through the Recovery, Response, Resilience, Readiness and Opportunity Project (R4O) in Adjumani, Securing Tomorrow Today(STT) in Adjumani, Yumbe, Moyo, Lamwo, and Arua, UNWomen in Moyo and Lamwo and GLRA(German Leprosy and TB Relief Association) in Moyo.

Cognitive Behavior Therapy for Trauma (CBTT) works. Using 10 guided group sessions in a safe space, our clinical officers leveraged the power of reflecting and understanding together to help survivors of war tackle terrifying memories and begin to move forward. The CBTT group participants were also given homework to empower them to cope well at home.

One on one sessions and psychotropic medications were prescribed and provided as needed and these were overseen by a clinician.

Psychoeducation through community outreaches and dialogues was another effective approach to reach many people with a message of hope, to share the effects of trauma, and reminded people that they are not alone. Information on where and how to get assistance was provided at each outreach.

Community theatre/music for sensitization was used to further increase awareness because it breaks the monotony of lecture style teaching as it is humorous, educative, memorable and holds the attention of the community throughout the sessions. We were as such able to raise awareness, reduce stigma and garner community support for mental health and wellness.

Children are resilient and do well in CBTT groups, even better is ensuring caregivers are involved, and we adopted this to help create a supportive home environment for the families we worked with to embark on their healing together.

South Sudanese adults and children who were new arrivals in Uganda were assessed and provided psychological first aid services to reduce stress and begin the work of resilience building.

Milestones

21,142
14,1695 females | 6,973 males
clients accessed advanced and specialized psychosocial support.

56,786
23,786 females | 14,568 males
community members were reached through psycho-education activities aimed at empowering patients and their loved ones to understand and cope with mental/ psychological illnesses as well as provide appropriate psychosocial first aid.

808
females-599 | males-209
South Sudanese adults and children who were new arrivals in Uganda were assessed and provided psychological first aid services to reduce stress and begin the work of resilience building.

84%
demonstrated better psycho-social wellbeing, evidenced by improved family and social relationships, improved abilities of parents to take care of their children, reduced intimate partner violence and children being more confident and respecting their parents.
South Sudanese adults and children during the refugee influx crisis period, accessed and received psychological first aid services to reduce stress and build resilience to cope.

2339
1437 females | 902 males
individuals assessed and prescribed psychotropic medicines.

808
females 599 | males 209
South Sudanese adults and children during the refugee influx crisis period, accessed and received psychological first aid services to reduce stress and build resilience to cope.

951
951 CBT groups formed reaching 11,876 beneficiaries with therapeutic services.

1402
583 females | 819 males
duty bearers’/service providers representing civil society, district officials and community structures were trained on how to integrate psychosocial support into livelihoods development, disaster risk reduction, child protection and economic empowerment.

575
stakeholders and service providers trained in key psychosocial support and referral processes, case management and confidentiality protocols.

9,852
participants from 821 groups completed 10 CBT sessions

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**Funder**
- UNHCR
- UN Women
- European Union - Recovery, Response, Resilience, Readiness and Opportunity Project (R4O)
- STT
- GLRA
- Trust Fund for Victims (TFV)

**Coverage**
- Gulu, Kitgum, Omoro, Yumbe, Arua, Adjumani, Moyo and Lamwo in the North and West Nile region.
Responding to National Disaster

November 25th was a sad day in Uganda, when a boat carrying about 100 passengers on a cruise-party capsized killing more than 30 and leaving survivors traumatised. This is the country’s worst maritime disaster. Survivors while needing immediate physical attention were paralyzed by the horror of the experience.

TPO Uganda working with the Department of Mental Health & Community Psychology, Makerere University and the Uganda Clinical Psychologists Association put together an emergency team of professional psychologists to provide free psychological first aid to help stabilize survivors, their friends, families, and the families of those who lost their loved ones.

Psychological First Aid

We used a Critical Incidence Stress Debriefing (CSID) for Survivors and Families. It is a 7-phase, small group, supportive crisis intervention process to help reduce stress symptoms to promote a healthy recovery.

3 things we focused on

• Created a sense of safety and calmness.
• Supported self and collective efficacy through helping clients focus on their strengths and ability to have made it through the crisis.
• Provided helpful social and other medical support linkages for ongoing care.

“Majority of families we saw felt the process helped them gain insight on what they were going through, and experienced some relief from talking through the ordeal”

Faith Mulungi
Clinical Psychologist.
CHILDREN AHEAD
Protecting futures
Children are often faced with problems that are not a result of their own doing. War, hunger, violence, poor health, climate change, lost opportunities for education and persistent threats to their safety are a reality for many of the children we work with. Our responses are as such driven by evidence to ensure that we are effectively addressing these challenges and partnering with families to overcome. In 2018 we joined other child protection actors led by the Ministry of Gender and Social Development to unveil the milestone research on children- the Violence Against Children Survey (VACS) report. We were honored to participate in the survey, reporting, dissemination and implementation planning. All TPO work on system strengthening, mental health and psychosocial support for children was based on proof both of the challenges and promising solutions in the field including alternative care for children transitioning from institutions, emergency response and parenting support. With the funding from USAID through the Catholic Relief Services (CRS), the Global Partnership to end Violence Against Children, the Oak Foundation and the World Health Organization (WHO) through World Vision Uganda, we expanded child protection services from 16 to 21 districts.

**Parenting support**

Equipped families through parenting groups to reflect on how they are taking care of their children, shared evidence-informed but hands on methods to help parents raise confident and resilient children.

**Safe guarding**

Supported safe spaces in schools and communities where children connect and participate in age-appropriate interactive learning sessions, peer groups, and recreation activities. During these sessions, children learn about their rights, gain life skills and benefit from services available in the community.

**Community support structures**

Worked with community actors including Community Development Officers, Child Helpline, parasocial workers, and Village Health Teams to identify child protection concerns and ensure children access appropriate psychosocial support services to cope.

In partnership with community leaders conducted radio programs through which we sensitized and engaged the public on child protection. This contributed to an increase in the number of child protection cases reported to the police.

**Child Friendly Spaces in refugee settings**

Amidst the chaos, and post war life in refugee camps, Child Friendly Spaces (CFS) which are safe attractive areas where children can receive services and play. Through the CFS we provided mental health, psychosocial support and protection services.

**Collaborating, Learning and Adapting**

Developed a dissemination prevention and response plan for the National Violence Against Children study for Uganda.

**Livelihoods and economic strengthening**

Supported families to improve their household economic activities including skill building and start-up support.
56,432
30,097 females | 26,335 males
children received information and services related to child rights and life skills and sexual and reproductive health.

763
444 females | 319 males
children receiving psychosocial support in Mityana and Gulu reported feeling safe and protected in their communities.

4,997
2,911 females | 2,086 males
children supported and received child abuse, rescue and recovery services.

599
children received psychosocial support services

167
45 males | 122 females
Care givers in Masaka, Mpigi and Mukono participated in positive parenting sessions. 92% of those visited at follow up have adopted some of the parenting skills like positive disciplining.

6,538
3,713 females | 2,825 males
Community leaders and caregivers in Adjumani, Moyo, Yumbe, Arua and Lamwo engaged in dialogues and commitments to end violence against children.

2
child friendly spaces constructed in Moyo and Lamwo districts in collaboration with the Office of the Prime Minister.

16
animators recruited and supported to engage with children at the Child Friendly Spaces

5,106
girls 2,113 | boys 2,993
children involved in recreation and learning activities at safe spaces.

Milestones

Scaled up child protection services from 16 to 21 districts.

Funder

UNICEF
USAID | Catholic Relief Services
The Global Partnership to end Violence Against Children
The Oak Foundation and the World Health Organization (WHO) through World Vision Uganda

Coverage

Adjumani, Moyo, Yumbe, Arua and Lamwo
More than ever before we have to stop, reflect, learn and implement the most appropriate advocacy for child protection. TPO Uganda is an active member of National Child Protection Working Group (NCPWG), a strategic network hosted by the Ministry of Gender and Social development. In 2018 NCPWG’s emphasis was on data driven advocacy and knowledge sharing as part of its agenda to influence stronger child protection policies and programmes.

Highlights

3 Policy Briefs on child protection issues developed and disseminated.

**Brief 1: Corruption affects Ugandan children.**
Issue: Children are among the most vulnerable groups negatively affected by corruption either directly or indirectly for example through requirements to pay bribes to receive services or when services are missed because resources have been plundered. Examples include illegal payments to access justice in defilement cases, low level of birth registration often because of illegal costs yet birth certificates are crucial in prosecuting early child marriage cases.

**Call to Action:**
Government must take intentional steps to assure professional conduct of duty bearers (e.g., teachers, health workers, police officers and court officials, etc.) for example through awareness raising on the mandates of these officials and legally acceptable fees if any, for their services. In addition, whistleblower mechanisms should be active, known and easy to use.

**Brief 2: Deliberate investment to protect Ugandan Children**
Issue: More than half of Uganda’s population are children below age 18. Yet financing for child protection and welfare across sectors continues to lag behind. During the 2017 National Learning Event on Child Wellbeing, hosted by NCPWG, inadequate funding was named as a major constraint to the delivery of child interventions in terms of social care and support alongside health and education. With respect to education, emphasis was on school meals and school infrastructure in the education.

**Call to Action:**
The Ministry of Finance Planning and Economic Development should make concerted efforts to increase funding for child wellbeing in the national budget because lack of school meals, for instance, exposes girls attending schools to the risks of sexual violence. Empowering Local Governments to operationalise regulations to safe guard children for example the Children Act (Amended) 2016 calls for the establishment of remand homes in every district, but as of 2017, the country had only six functional remand homes. There is also need to increase the number of technical staff focusing on childrens affairs in the line ministry (Department of Youth and Child Affairs and the entire ministry.)

**Brief 3: Child sexual violence: Enhancing access to justice**
Issue: According to the 2015 Violence Against Children (VAC) survey a large proportion of children in Uganda experience sexual violence but do not seek help. Among children aged 13-17 years, one in four girls (25 percent) and one in ten boys (11 percent) reported having experienced sexual violence in the past year.

**Call to Action:**
Given the widespread prevalence of sexual violence, dutybearers should intervene through a national campaign to demystify the experience of sexual violence and address the stigma attached to reporting sexual violence. It is important however for the campaign to be delivered through grass-roots advocacy platforms because communities are much better placed as watchdogs and protection agencies. In addition, technical laboratory services used to process evidence on sexual violation should be decentralized to enable expedited processing of cases.

**National Learning Events:**

**Symposium on Social Work**
Coordinated the first ever national symposium on social work by Ministry of Gender, Labour and Social Development under the theme, ‘Social Work: The pillar for effective social services delivery.’ The symposium recommended the formation of a national task team on Social Work strengthening in Uganda and the need to develop and adopt a national framework for planning, developing and supporting the social service workforce in Uganda. Thereafter, UNICEF committed to support government on development of the national framework for strengthening the social service workforce.

**Annual Learning event on child well being**
The second Annual learning event on child wellbeing held in November 2018 under the theme, ‘From Research to Action: Ending Violence Against Children’. The call to action for all child protection agencies was to base all responses on evidence rather than trending innovations.
National Violence Against Children surveys are fundamental in documenting abuses against children. Uganda conducted a milestone Violence Against Children survey in 2015. VACS data is invaluable in guiding child protection programming. However, if not adapted for easy use at the lowest level, communities can continue to build programs that miss the real drivers of violence against children indicated in the survey evidence.

TPO implemented a pilot project in Lira district to adapt the national VACs. Our goal was to ensure national and community level structures take actions that prevent and respond to violence against children. The premise was that sexual violence will be reduced if: community structures are strengthened to proactively prevent violence against children, caregivers equipped and demonstrate positive parenting, social norms influenced to protect children, VAC policies and programs are shaped by evidence.

5 Key things we did to adapt national findings for local contexts in Lira district

1. **Developed picture codes out of VACS data**
   Working with the national technical working group of the Ministry of Gender and Social Development, we brought the data to life through high impact graphics, interactive audio and visual products, and fact sheets. The materials focused on key findings to empower local leaders and communities take action.

2. **Validated regional data in specific districts**
   Even with the information at hand and ongoing pilot, the district and community leaders chose to concretise their efforts through conducting a Lira specific qualitative VAC formative study to further define the drivers, concepts and emerging recommendations to prevent violence against children in their context. The findings helped further validate the national survey and explicitly identify areas for immediate action and strengthening for both formal and informal structures.

3. **Applied a community participatory approach**
   We brought together community actors in Lira district to make meaning of the findings and systematically design a scalable VAC prevention and response project. A 7-month pilot project was co-designed with the community and implemented in Adekwok Subcounty. The area was selected because it was one of the top three areas with the highest prevalence of Violence Against Children and was also one of the respondent sub-counties in the national survey.

4. **Promoted community leadership for Violence prevention**
   At the lowest level the Subcounty Orphans and Vulnerable Children Coordination Committee (SOVCC) was identified as a significant first responder. We worked with the ministry team to revive, build capacity and expand inclusion to add informal child protection actors who are the faith and cultural gatekeepers of the community. The SOVCC now include mothers and fathers unions, teachers, and youth leaders.

5. **Engage multiple stakeholders**
   The qualitative study offered us an opportunity to reflect on the national data, leverage community responders in this case the new SOVCC to vision and design a prevention and response VAC project that could be scaled to additional sub-counties in the district. Participants mapped out key drivers, manifestations, intervention gaps, promising strategies and an end goal for a scalable intervention. TPO Uganda with support from ICRW refined these insights to inform ongoing fundraising efforts.
DISMANTLING STEREOTYPES
Ending Sexual and Gender Based Violence
Most People know it’s going on, they may not define it accurately but they can say women and girls have been hurt for a long time for no reason other than fact that they often have less power. UNFPA (2019) recognizes Gender based Violence (GBV) as one of the most prevalent human rights violations in the world. It is everywhere knowing no social, economic or geographical boundaries. In the refugee settlements and other resource constrained communities GBV is heightened and shrouded in a culture of silence and shame. Younger women suffer more sexual and reproductive health consequences, are left out of education opportunities, and live in perpetual fear of harm.

Methods

Consciousness Raising
Dismantling the drivers of violence especially gender inequality and the negative ideals that make it ok to hurt women, is where we start. TPO mobilises communities to reflect on rights abuses and themselves come up with agreements on how to protect the most vulnerable in their communities especially women and children.

Promote positive behaviours
We worked with community based structures to drive behaviors that observe and promote women and girls’ rights as well as peaceful living for everyone.

Psycho social support for healing
Using the SGBV assessment tool we identified those in need of services focusing especially on acute depression, trauma, and anxiety disorders. Through Cognitive Behavior Therapy we work with groups of survivors to start the journey of healing, managing symptoms and developing positive coping mechanisms.

Funder
UN WOMEN, USAID RHITES-SW

Coverage
Gulu, Kitgum, Omoro, Yumbe, Arua, Adjumani, Moyo and Lamwo in the North and West Nile region.
Before the CBT sessions, I was lonely all the time and worried a lot. Now, with this group, I have someone to bank on.

Beneficiary, CBTT group

Community members reached by the survivor support groups with messages on SGBV prevention and response.

Community-based structures (10 in Palabek, 10 in Moyo) trained on prevention of sexual abuse and exploitation which enabled them foster interactive community dialogue on SGBV.

5995
outreaches that addressed SGBV issues and HIV Counselling and Testing (HCT) services in Ntungamo, Kanungu, Rukungiri, Isingiro and Mbarara district.

9769
6783 females | 2986 males
community members reached by the survivor support groups with messages on SGBV prevention and response.

20
community-based structures (10 in Palabek, 10 in Moyo) trained on prevention of sexual abuse and exploitation which enabled them foster interactive community dialogue on SGBV.

379
members of child protection committees (171 male, 208 female) in Moyo, Adjumani, Arua, Lamwo and Yumbe trained in positive parenting.

1667
welfare cases, related to livelihood, Sexual and Gender-based Violence and response, nutritional support, legal support and conflict resolution cases were identified through self-reporting following community sensitization activities. Cases were managed and people supported to access services through a community referral and support mechanism. The referral mechanism was made possible through the commitment of civil society and development partners (e.g. War Child Canada, MTI, USAID RHITES-SW, UNHCR, and UNWomen), district community development and probation services staff.

1,169
adults and children accessed HIV counselling and testing; 42 tested positive and were linked to care.

115

1600
community members engaged in dialogue with key stakeholders including responders to establish common understanding of controversial issues around SGBV and solutions were generated.

“Before the CBT sessions, I was lonely all the time and worried a lot. Now, with this group, I have someone to bank on”.

Beneficiary, CBTT group

Leader, Womens Support Group, Loro Sub-County

Ostrich Feathers
“Our support group we formed with TPO in Loro sub-county is the rst of its kind. We discuss all the problems in our community. Here, girls were traditionally viewed as good for bringing cows to their families and satisfying their husbands. Four of the women in our group are renowned FGM surgeons who abandoned the practice. We particularly are keen on prevention of FGM. If we see any women wearing ostrich feathers and beads, which shows that there is a celebration like child marriage or FGM, our members quickly intervene. We also identify needs of community members which we share with the sub-county since some of our members hold positions there. We work together to earn a living and also support each other socially”

Leader, Womens Support Group, Loro Sub-County
SOCIAL ECONOMICS
Strengthening Food Security and Livelihoods
THE RAINS COULD NOT WAIT:
The Asaso couple had struggled with low yields on their farm. When they got involved in the Women farmers deserve better project, they learn’t about how to plan for better results. Extension workers from the project taught us that working in groups helps us to collectively utilize our resources for improved yields. Before our farm work they advised us to discuss everything including aggregating and developing a clear plan of what we need, where and how to get inputs. Previously, we could start cultivating the land and after we are done then start looking for seed. The problem however is that the rains could not wait for us.

It is different now. Last season, we made very good plans and ensured to assemble all the resources and inputs we would need. My group with support from the project team was tasked to aggregate seed, plan for tractor or ox-plough services and access pics bags. We also received training in better agronomic practices at all stages such as production in the gardens right up to the market point. For example we no longer just sprinkle seeds throughout the land as we have done traditionally, now we are doing line planting and spacing for crops to grow properly. Through the group we got access to a tractor which enabled us to prepare our land on time. We harvested seven bags of green grams which is close to three times what we have harvested in the last three years. We were encouraged to procure the pics bags and stored our produce. As a family, we agreed to use the money to improve our carpentry business which is the primary source of income for us. I was able to procure some equipment like a grinder to ease my work. We are looking forward to better yields next season as we are now more familiar with the processes.

The Asaso family are members of Kony-dyeri farmers group in Kalaki subcounty, Kaberamaido district.
Food security and livelihood are significant for the wellbeing and development of every family and community. TPO implements related projects either as part of an integrated program or as a single project issue. We worked with vulnerable households mostly subsistence and smallholder farmers to adopt high impact interventions to boost agricultural production, jumpstart local market activity and support micro-enterprise initiatives. With the support of USAID through Catholic Relief Services, BRISK project, and UN WOMEN, we were able to provide training on improved agricultural practices, promote access and utilization of extension services, strengthen financial literacy, offer start-up grants and apprenticeships among others.

Methods

Households trained in modern farming methods for increased quality and quantity of produce.

Village Savings and Loans Associations (VSLA) and Savings and Internal Lending Communities in (SILC) were utilized to improve financial literacy, savings, and effective resource management.

Startup capital and micro business training was offered to support successful take off of income generation activities.

Apprenticeships especially for youth helped build their skills and prepared them for the job market.

Savings and access to money boosted

**UGX 4,394,502,060**

- in 2018 saved by 50,720 members of 2,048 VSLA and SILC groups.

**2,000-5,000** shillings per month increments in household income experienced by VSLA members.

**470** households benefited from trainings, agriculture extension services, financial literacy, startup grants and apprenticeship.

More than ½ Cognitive Behavior Trauma Therapy groups groups that were provided with start-up grants of up to **UGX 500,000** to start projects of their choice registered commendable progress.

**UGX 974,400,000** expected at harvest by 203 farmers who grew **1218** acres of maize and **406** acres of beans

Milestones

**74**

VSLA groups were created, 10 of them were linked to Post Bank where they have accessed loans and opened saving accounts.

**Learning about money management, modern farming methods, group dynamics**

**59,964**

- 44,761 females | 15,203 males trained in financial literacy, business management and entrepreneurship, which helped them make informed decisions about their livelihood options and opportunities.

**524** households trained on proven agronomic practices (food preparation, storage and preservation), hygiene and nutrition reported they were able to access food on a daily basis.
Youth in Rakai were supported (in partnership with Send a Cow) to access and plant 31 sacks of cassava stems.

Parents and caregivers were trained in business skills and supported to start income generating activities.

Strong apprenticeships and opportunities

750 households in Amudat were sensitized on food preservation and formed food bank committees to encourage community members store food to avoid shortage.

9847 households trained in agri-business interventions (bulk marketing, farming as a business, value chain development.) created production groups to help improve harvests and access to markets.

55% of households that benefitted from livelihood and entrepreneurship capacity building activities started engaging in alternative & gainful livelihoods.

90% of the trained farmers adopted modern farming techniques and 75% have reported improved nutrition in their households.

486 households | 26 males

460 females | 26 males

Parents and caregivers were trained in business skills and supported to start income generating activities.

470 households benefited from trainings, agriculture extension services, financial literacy, startup grants and apprenticeship

291 youth apprentices in Kiruhura and Isingiro districts received certificates awarded by their respective Local Government leaders.

200 females | 91 males youth acquired apprenticeship skills. 50% of them were working and supporting their families.

55% of households that benefitted from livelihood and entrepreneurship capacity building activities started engaging in alternative & gainful livelihoods.

25 youth in Isingiro district completed apprenticeship placement and are gainfully employed.

58 youth in Rakai were supported (in partnership with Send a Cow) to access and plant 31 sacks of cassava stems.
Agriculture, while the mainstay of Ugandans continues to be plagued with poor yields, limited access to quality agro-inputs, services and markets. Female farmers are especially left behind, with their contribution in agriculture not proportionate to their efforts. With the support of CORDAID TPO Uganda is implementing the Pulses project to reduce poverty and build resilient livelihoods of female farmers in North East Uganda. TPO supports female farmers to form groups as units of learning and coordination, skill building to improve planning pre-planting, increase their crop production, address pest infestation, reduce post-harvest losses and improve their negotiating power to gain better access to markets and get higher prices for their crops.

1. **Promoting drought resistant crops.**
Pulses are the next ‘hot cake’, we are starting ahead of the curb. Traditional crops grown in these areas like cassava and, sweet potatoes cannot compete with the comparative advantage of pulses which are drought resistant, very nutritious for the farmer households and on high demand in the West including North American countries.

2. **Tapping into local resources.**
A mindset shift to promote ownership and farmer contribution to materials rather than handouts tremendously changes the way farmers look after their inputs and prepares them to continue successfully once the project is over.

3. **Farmer driven approaches**
Well organized, integrated farmer groups allow for collective learning, skills improvement, produce bulking, easier access to extension services and stronger market negotiations for the best price.

4. **Adopting an integrated approach.**
Psychosocial and economic interventions including savings and lending within the group increase health and the wellness of the group as well as productivity.

5. **Empowering female farmers and promoting equity**
Women should not exist in subservient relations with men but rather in engagements that recognize their inherent contributions to household livelihoods.
RESILIENCE & RESTORATION
Preparing for the Unexpected
Preparation for the unexpected is especially important for communities that struggle with natural disasters. TPO focused on preventive and community based disaster risk reduction and emergency response planning to mitigate the impact of disasters such as floods, droughts and war. We worked through a combination of methods targeting mental health, psychosocial, environmental and economic problems.

**Disaster Reduction:**
Promoted peace building to create harmony in communities affected by war especially among those with ethnic tensions (South Sudanese tribes).

Strengthened coordination of service providers to create a strong and reliable safety net to provide the much-needed basic services after a disaster occurs.

**Disaster Mitigation:**
Promoted good agronomic practices to reduce impacts of disasters resulting from poor farming practices.

**Mental Health and Psychosocial support**
Raised awareness on the effects of disasters, mental wellness, provided services to address trauma resulting from disasters and strengthened positive coping mechanisms.

**Methods**

**Disaster Reduction:**
Promoted peace building to create harmony in communities affected by war especially among those with ethnic tensions (South Sudanese tribes).

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Raised awareness on the effects of disasters, mental wellness, provided services to address trauma resulting from disasters and strengthened positive coping mechanisms.

**Mapping actors**

23 sub-counties supported to map actors, raise awareness and develop action plans to mitigate disaster impact. In Paloriya - Moyo District and Palabek - Lamwo District, service maps were printed in collaboration with UNHCR and used to provide services for refugees.

**Referral Pathway built**
The service provider directory and compendium of services and referral pathway for Mityana district was updated and launched.

**Improved Agronomy**

7,500 households trained on good agronomic practices to reduce vulnerability to human-induced impact of disasters resulting from poor farming practices.

**Double harvest**

845 households in Amudat realized increase in yield from 200kgs of beans per acre to 450 kg and from 250kgs of maize per acre to 1000kgs per acre.

1500 households in Amudat realized increase in yield from 200kgs of beans per acre to 450 kg and from 250kgs of maize per acre to 1000kgs per acre.

703 female | 797 male

Community level service providers mapped in 2 sub-counties in each of the target districts of Lira, Gulu, Kitgum and community structures oriented on peaceful co-existence strategies and development of reconciliation action plans.

845 demonstration gardens were set up to teach farmer groups how to plant in rows and control pests and diseases.
### Resilience and peace building

**17016**

8555 females | 8514 males

Beneficiaries were reached with coping mechanisms and resilience messages and strategies through community awareness sessions, interactive learning activities and IEC materials on peaceful co-existence in Gulu, Kitgum and Lira.

### Managing the unexpected

In Laroo, Amudat district, TPO worked with Disaster Response Committees to map climate change risks. As a result, 2 communities (Loporokocha and Naguliet) developed and are implementing risk reduction plans.

### Mental Health and Psychosocial Support

**802**

324 girls | 478 boys

Children enrolled in psycho-education activities demonstrated improved positive coping skills.

**840**

768 females | 72 males

Community members trained to recognize signs of potential conflict, distress, and how to employ prevention and response strategies. They were also coached on how to sensitize others about mental health and psycho-social support.
In 2007, Tushabe Godfrey of Karagama Town Council, Ntungamo district was involved in motor accident and lost two limbs. Godfrey was subsequently unable to continue supporting his nine children. The family house got swept away by a hailstorm forcing them to start renting even without a stable source of income. Tushabe was enrolled as a beneficiary of the USAID Sustainable Outcomes For Children and Youth (SOCY) project in 2015 that TPO Uganda implements in his area. He joined (Rujumo Mutima Gumwe SILC group) and was later elected the group’s chairperson. In May 2017, Tushabe received a loan of 160,000 shillings from the group which he used to start up a beans buying and selling business. Godfrey earned 220,000/= with a profit of 70,000= in one month. He used the 70,000/= profit to buy 3 piglets and reared them for 2 months. He then sold the piglets at 80,000/= each. He used part of the money to buy nine iron sheets and a goat. By the end of 2017, Tushabe was able to construct himself a semi-permanent home and left the rental and is saving money. Godfrey intends to take educate all his children. Godfrey likes the goat business and is expanding it to maximize profits.

Under the USAID/SOCY project TPO used a multi-pronged approach that focused on the household, service delivery systems within communities and leveraging partnerships for strengthened referrals and response to the needs of children and youth. We know that the poorest families often require initial cash support to survive the most dire circumstances and then then work through financial and psychosocial goals with a mentor to enable them move into the next economic circle. This requires a mindset shift and real commitment to measurable life improvements.
CAPACITY TO DELIVER
Team Ability and Organisational Growth.
In order to deliver on our promise to contribute to a world where more people enjoy good mental health and social economic wellness, we must prepare effectively. Providing opportunities for our staff to reflect on their practice, achievements, struggles, and ways to improve performance was priority. Collaboration, Learning and Adapting (CLA) good practices is equally important and more than ever before we engaged our donors, partners and program participants to discuss our services and plans. The response was tremendous and TPO received meaningful feedback that helped us align our plans and programs for increased success.

Activity Highlights:
Donor Engagement
In 2018 we hosted a milestone round table meeting with our donors as well as field visits for first hand observation of field activities. We were keen to share our current progress and new strategies. This is part of TPO Uganda’s intentional learning and development agenda. The roundtable as well as the field visits enabled us to gain insights that are shaping our program design and strategic planning.

Organizational checkup, human resource strengthening, and actions for greater efficiency
TPO underwent a comprehensive organizational check up to assess internal functionality focusing on team work, Human Resource management, strategic leadership and succession planning. The exercise was conducted by Capacity Building and Leadership Training Institute (CBLI) Centre which implements the East Africa Organizational Effectiveness Program.

Strategic activities:
• Team building: TPO has over 250 personnel, 10 field offices and 12 project coordinators which makes it a challenge to build cohesion. For years’ teams have had their separate retreats and this led to people working in silos. In line with the HR assessment we held an unforgettable team building experience with all TPO staff which energized staff, allowed for reflection and agreements on how to work as a team even when we are not always in the same geographical location.

Strategic leadership and systems strengthening: CBLI also supported us to set up acceptable HR performance management standards, reviewed our leadership succession plan, guided the development of the HR strategy, standard operating procedures for all job descriptions, reviewed TPO financial processes including revision of our tools and finance manual.

With regard to smart leadership the focus was on empowering project coordinators and managers to sharpen their strategic thinking, relationship building, decision making and operational management.

*Five staff and 5 team leaders were enrolled for the 8 months CBLI leadership training course. The trainers received mentors to coach them through the learning process which made for a hands-on improvement experience.

Corporate Social Responsibility (CSR) for emergency response
TPO partnered with Makerere University and the Uganda Clinical Psychologists Association to provide psychological first aid services for the survivors of a boat cruise accident. The boat capsized with 100 people on board, 30 died. We were able to provide services at no cost to the client as part of our CSR program.

Governance matters:
In September 2018, TPO welcomed two new board members John Nandaah Wamukota and Cate Zziwa Nimanya. We were pleased to have a new board chair elected Jimmy Onesmus Adiga, as well as a vice chairperson Robinson Ogwang. TPO bade farewell to four board members who finalized their service term successfully. As part of strengthening oversight over our programs, the board visited implementation sites in the Southwest region for firsthand experience useful in providing relevant oversight support.
TEAM GALLERY
COLLABORATING TO LEARN AND ADAPT
Tracking what works and using it for stronger outcomes
Starting within the organization we were careful to track what we have planned to accomplish, how, with whom and when. Monitoring and evaluating our programs enabled us to quickly identify activities that required adjustment to achieve the change we were working toward. TPO doesn’t work alone and we value the strength of partnerships through which we learn, share and better serve communities. In 2018 we focused on real-time data harvesting, developed situation reports for program adjustments, shared relevant findings with our partners and stakeholders, participated in joint monitoring activities, training and national events. TPO emphasized the proof for integrating psychosocial support and child protection into social programs such as education, livelihoods, and vocational services. TPO was also invited to share promising approaches by donors (including UNHCR) and through technical working groups including MHPSS, SGBV working Group, Child Protection Working Group, child and Case management task force.

**Methods**

- Weekly and monthly data collection focused on progress on indicators, aggregated into quarterly and monthly accountability reports to donors and partners as well as for implementation changes for highest impact.
- Situation reports shared with key sector working groups including child protection working group, general protection, and mental health working group.
- Project data used for advocacy to confront child abuse including negative social-cultural practices.
- Joint monitoring visits conducted in collaboration with local government, UNHCR, OPM and other partners where gaps identified were quickly addressed.
- Facilitated partnerships, learning and utilization of emerging good practices among local government and civil society partners at the district level.

**Strengthened stakeholder skills for children protection and mental health services**

**1402**  
819 male I 583 female  
Duty bearers representing civil society, district officials and community structures were trained on child protection and mental health and psycho-social support to deepen their knowledge and skills to provide quality and relevant support to communities.

**379**  
171 male I 208 female  
Members of child protection committees in Moyo, Adjumani, Arua, Lamwo, and Yumbe trained on parenting.

**1667**  
Welfare cases, related to livelihood, Sexual and Gender-based violence, nutritional support, legal support, and conflict resolution cases were identified through self-reporting following community sensitization activities were managed and supported to access services through a community referral and support mechanism. The process was facilitated by development partners and civil society.

**70**  
Refugee humanitarian and task force members trained on psychosocial support services.
TPO coordinated and participated in a variety of development working groups to promote the integration of mental health and psychosocial support into mainstream social interventions. TPO worked with MHPSS, SGBV working group, Child Protection working group, Child Friendly Space protection task force and the Case Management workforce.

Trainings provided for educators on how to address children with mental illness and related special needs.

**Advocacy for impact**

**Spotlight on national and international days**

**The Day of the African Child:**

“Leave no child behind for Uganda’s development”

- 683 males  
- 318 females

supported to participate in the Day of African Child and World refugee day commemoration in all the 5 project locations of Adjumani, Moyo, Yumbe, Lamwo, and Arua.

TPO Uganda Country Director was invited to officiate at the inaugural Day of the African Child celebrations in Kanungu district. This was the first time the district marked the event. The event was an awareness raising experience which culminated in the district leadership pledging more intentional efforts and commitment to protecting children.

**World Mental Health Day:** “Young people and mental health in a changing world”.

TPO Uganda took lead in the celebrations in Imvepi and Omugo settlements which was celebrated on 21st/Nov/2018 and in Omugo on 27th/Nov/2018. The function was graced with government, district officials, partners, refugees, and nationals. The focus was on raising awareness and educating people on mental illness its effects, treatment options and the importance of community leadership in fighting stigma around mental health.

**World Refugee Day. “Uganda stands with refugees”**

We reaffirmed our commitment to delivering high-quality programs to help refugees heal and rebuild their lives. TPO was at the forefront of demonstrating support for refugees in Uganda and participated in community activities to mark the day in Adjumani, Moyo, Yumbe, Lamwo and Arua districts.

**Holding ourselves accountable/a comprehensive review by all our stakeholders and beneficiaries completed**

For the 1st time ever TPO conducted a mid-term review that covered over 80% of TPO projects and the majority of respondents were our beneficiaries. The review included a beneficiary satisfaction survey that allowed program participants to give us feedback on our performance.

Nearly ¾(67%) of participants in the review were TPO program beneficiaries.
Results of the Midterm Review:

Nearly %4(67%) of participants in the review were TPO program beneficiaries.

68.7% of beneficiaries were confident to successfully continue with their lives without TPOs intervention.

90% of project beneficiaries were satisfied with the services received from TPO Uganda.

88% of the staff were satisfied with TPO management support.

100% of members of community support structures appreciated knowledge and skills acquired from TPO Uganda.

Key Lessons

Involving caregivers in treatment for traumatized children helped create more supportive and safe home environments for healing. The families are war survivors.

Edutainment remains the most useful and preferred form of information sharing and awareness raising mechanism for influencing behavior change.

Formalization of youth groups through registration has increased their opportunities of benefiting from the government funded Youth Livelihood Program and other (YLP) the government funded Youth Livelihood Program and other mainstream income-generating opportunities.

Community based structures, which are already existing support systems such as faith and culture institutions proved the most successful and accepted method for promoting delivery of Mental Health Psychosocial Services (MHPSS) especially Cognitive Behavior for Trauma Therapy (CBTT).

Negative social norms such as early marriages must be targeted to prevent child abuse and re-traumatization of adolescents who are working through their treatment as these undo progress gained through therapy.

National level advocacy for a stable supply of psychotropic drugs for refugees is paramount in assuring the best outcomes in treatment and overall wellbeing.
INVESTING IN TRANSFORMATION
Changemakers and the financial review
Behind every life changed is a person, a partner an organization a movement that prioritized making it happen. We say thank you to all our partners for walking this journey with us. In 2018, we were privileged to establish new partnerships and projects with German Leprosy and TB Relief Association(GLRA) USAID PEACE and INSPIRE, as well as extend partnerships with UNWomen, UNHCR, ECHO, WCH, OAK/ICRW, and CBLI. We are grateful also for the cordial working relationship we enjoyed with district and sub-county offices, and civil society partners.

### 2018 Funders

<table>
<thead>
<tr>
<th>FUNDER/PROJECT TITLE</th>
<th>PROJECT TITLE</th>
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<tr>
<td>1 WAR CHILD CANADA</td>
<td>SECURING TOMORROW TODAY: PROTECTION &amp; PSYCHOSOCIAL SUPPORT FOR REFUGEES IN NORTHERN UGANDA</td>
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<td>2 ECHO/WCH</td>
<td>RECOVERY, RESPONSE, RESILIENCE, READINESS AND OPPORTUNITY (R4O)</td>
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<td>3 OAK FOUNDATION</td>
<td>CONSOLIDATING NATIONAL EFFORTS AND SUPPORTING COMMUNITY BASED INITIATIVES THAT PREVENT VIOLENCE AGAINST CHILDREN IN UGANDA</td>
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<td>6 USAID - SOCY</td>
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<td>8 WAR CHILD UK</td>
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<td>10 UNICEF</td>
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<td>11 DCA Emergency</td>
<td>HUMANITARIAN RESPONSE AND SELF-RELIANCE OF SOUTH SUDANESE REFUGEES AND HOST COMMUNITIES</td>
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<td>BUILDING RESILIENCE IN SOUTHERN KARAMOJA (BRISK)</td>
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<td>13 CORDAID (PULSES)</td>
<td>FEMALE FARMERS DESERVE BETTER</td>
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<td>14 PLAN - LIVELIHOOD</td>
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<td>SUPPORT TO SOUTH SUDANESE REFUGEES TO ACCESS PSYCHOSOCIAL SUPPORT AND TRAUMA CARE</td>
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<td>16 ICC (TFV)</td>
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<td>20 INSPIRE</td>
<td>COACHING BOYS INTO MEN(CBIM) INSPIRE</td>
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## Summary - by Cost Center

**Program costs** 8,249,624,264  
**Personnel costs** 3,987,318,394  
**General admin & overhead costs** 1,518,441,933

### In detail

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<tr>
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Board of Directors

Jimmy Onesmus Adiga
Board Chair
A career banker with over 16 years experience in Microfinance, Institutional Finance and Small to Medium Enterprises. He is currently serving as the Chief Executive Officer, BRAC (U) MF.

Robinson Ogwang
Board Vice Chair
Public Health and Organizational Development Specialist. Director of Programs, Strategic Development and Partnership, Children’s AIDS Fund.

Patrick Onyango Mangen
Board Secretary
Country Director, TPO Uganda.
A Development Worker with close to 20 years of experience in the design, implementation and monitoring of social protection programs and service delivery to communities living in conflict/post conflict emergencies, disaster and social strife.

Dr. Alex M. Muganzi
A Public Health Expert
Head of the Outreach Department, Infectious Diseases Institute (IDI), Makerere University. Representative for the entire African continent on the International AIDS Society (IAS) Governing Council/Board.

Cate Zziwa Nimanya
Over 20 years’ experience as a Water and Sanitation Specialist of which 10 have been dedicated to Management in the Urban and Rural Water and Sanitation Subsector. Cate has served on national and international boards in the sector. Currently, she is the Country Director of Water for People Uganda.

John Nandaah Wamukota
Seasoned Banker and currently Associate Consultant in Finance and Management at the Eastern and Southern Management Institute (ESAMI) Uganda Office, Kampala. He is a registered pension management specialist with interest in Corporate Governance of pension funds, Micro-finance Management and Strategic Risk Management in Financial Institutions.

Sarah Ndema
Financial Management specialist with 15+ years experience. Has worked with Uganda Management Institute and Mbarara University of Science and Technology as Senior Internal Auditor and Internal Auditor respectively.

Stephen Tumwesigye
A founding Partner at TASLAF Advocates. He has previously worked with Deloitte & Touche-East Africa and with other leading law firms in Uganda, as a legal & tax consultant. A pioneer impact finance and social impact legal advisor.
OUR MISSION

TPO Uganda is a rights-based NGO that works in partnership with communities, civil society, the private sector and government to empower communities improve their mental health and socio-economic wellbeing in a sustainable way.