The Next Level

More than ever before the people we serve, our partners and funders are eager to achieve the next level of change. Where strong foundations to achieve this have been established, we are witnessing a rise in productivity, learning, and sustainable solutions. This is our quest, therefore—to empower more people to take control of the resources they have to improve their lives meaningfully and measurably.
PRIORITYs

- Child Protection
- Prevention and Response to Gender Based Violence
- Prevention Of HIV and AIDS
- Mental Health Psychosocial
- No Violence
IN 2017

- Institutional Strength and Sustainability
- Health and Social Support
- Disaster Risk Reduction
- Food Security and Livelihoods
A Message from the Board Chair

The Year 2017 was a transformative for TPO Uganda, not only did it mark the end of our 2011-2016 strategic plan, it also marked the start of a new strategic era 2017-2022. While the face of national, regional and international non-profit operations remains unstable, this transition, for us at TPO Uganda, provided an opportunity to creatively explore ways to sustain impact over the past five years of our interventions while organizing for critical strategic changes in the coming years. The assurance we bring through these critical reflections is the unwavering commitment to delivering comprehensive mental health and psychosocial support, child protection and socioeconomic interventions to the most vulnerable communities across Uganda and beyond.

More than ever before, I have witnessed our teams across the country truly strive to raise the bar for ourselves and our partners to deliver tangible change in the communities we serve. From hosting a high-level delegation led by the President of the International Criminal Court, to supporting the participation of South Sudanese refugee women at the International Refugees Solidarity Summit in Kampala; we continued to step up efforts to connect our community-based interventions with regional and global policy and programming.

This is a critical component of Sustaining Impact – ensuring that our beneficiaries and other actors guide evidence-based engagement on delivering
We have built a vibrant network of skilled community-based structures and professional staff with a commitment to push the boundaries and ensure that the last child, youth, boy, refugee, man, woman and girl are reached and served.

I extend my appreciation to my board, management and staff for the dedication exhibited during the year, without which we would not have achieved much. I welcome you to share in this journey and hope that you will be inspired through the selection of statistics, intervention themes, innovations and impact stories compiled in this report.

relevant interventions that directly respond to existing needs of the unique populations we serve. At the field level, we continued to foster integration of interventions for sustainability. Among other learnings, we affirmed the centrality of psychosocial support and livelihoods interventions in strengthening resilience for vulnerable communities and especially recovery outcomes of humanitarian and reconstruction settings.

As we move into the future, I am enthusiastic about these achievements and the demonstrated commitment to sustain them. We have built a vibrant network of skilled community-based structures and professional staff with a commitment to push the boundaries and ensure that the last child, youth, boy, refugee, man, woman and girl are reached and served.

Timothy Lubanga
Board Chair
It is with great pleasure that I unveil to you the TPO Uganda 2017 Annual Report, also themed Sustaining Impact. 2017 provided an opportunity to consolidate our strategic focus summed in our 2017-2022 Strategic Plan. The activities, results, stories, and learnings presented in this Annual compilation are a demonstration of our forward steps to realize our 2012-2016 Strategic Plan and ensure sustained responses while making significant changes for our next level 2017-2022.

In 2017, we continued to work with strategic partners and particularly the government of Uganda to align our interventions with national priorities and also foster consensus around key themes and emerging evidence. Consequently, 2017 saw us strengthen our position as key actors in the mental health and psychosocial support, and child protection sectors. This was also critical in enabling us to attract strategic partnerships as direct implementing partners with the United States Agency for International Development (USAID) and the United Nations High Commission for Refugees.

Looking on to a new strategic period 2017-2022 comes with clearly marked out challenges for us. Over one third of Uganda’s population is affected by mental health needs yet only less than half of these access services. Similarly, Uganda is
currently hosting over one million South Sudanese refugees, 86% of whom are women and children. The alternative care framework remains an area of interest with over 5000 children in institutional care yet only 800 child care institutions are known providers of child care, several others operate without registration.

We have the opportunity in our new strategy to consolidate outcomes for the most marginalized populations we serve. 2017 saw a deliberate effort to align human resource capacities both at our headquarters in Kampala and across field offices. This workforce of social workers, finance teams, administrators, drivers, volunteers, clinical psychologists and evidence drivers among others are critical in ensuring the high quality of our services. We look to sustaining national, regional and international partnerships to demonstrate TPO Uganda’s sectoral impact and influence on the development agenda across board.

I extend special recognition to our partners for their invaluable contribution without which it would have been very difficult to register the achievements we count over the years. Thank you for taking the time to read this insightful compilation of our implementation experiences in 2017 and sharing in TPO Uganda’s set vision through the stories of our progress.
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Overview

Vision
A society where communities enjoy mental health and socio-economic well being.

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 well being in a sustainable way.

Core Values

- Professional
- Transparent and Accountable
- Innovative
- Compassionate
- Non-discriminatory
- Gender and Culture Sensitive
Where We Work

NORTHERN UGANDA
Arua, Yumbe, Moyo, Adjumani, Gulu, Kitgum, Lamwo, Lira, Alebtong and Kiyandongo.

CENTRAL UGANDA
Mityana, Mukono, Gomba, Mpigi, Masaka and Rakai.

WESTERN & SOUTH WESTERN UGANDA
Rukungiri, Rubirizi, Buhweju, Bushenyi, Mitooma, Sheema, Isingiro, Kanungu, Kabarole, Kasese, Ntungamo and Kabale.

EASTERN UGANDA
Amudat and Katakwi.

24+ YEARS
30 DISTRICTS
8 REGIONS
12 DEVELOPMENT PARTNERS
20+ CIVIL SOCIETY PARTNERS
23 LOCAL GOVERNMENTS
3 LEARNING GROUPS
5+ CONSORTIUMS

Promising Approaches

- Self-help through community support structures
- Participatory community based and family oriented interventions
- Rights based programming
- Innovation
- Socio-norm change and eradication of harmful practices
- Social accountability and feedback mechanisms
- Child/youth participation

28,000
Over 28,000 families and households reached with services.
Children Must Thrive: Protecting Children In Fragile Settings

No child should have to flee war, face death, hunger, poverty, illness and abuse. All too often they are the most vulnerable - facing lifelong consequences. In some cases parents send their children to institutions in the hope that they will be better, only for them to end up in more devastating circumstances. TPO Uganda has from its conception worked to strengthen families and community support systems to ensure the safety of children. At the national level we are an active voice advocating for policies that give every child the opportunity to thrive.
At A Glance

**OUR FOCUS**
- Refugee children,
- Orphans and Vulnerable Children

**OUR REACH**
- 18 districts covered

**WINNING APPROACHES**
- 24,243+ reached through interventions such as capacity building, awareness creation and Child Protection case management.
- 87% of the informal community support structures have so far become functional.
- 11,102+ beneficiaries reached with key messages on child rights, child protection, safeguarding and case management.
- 2861 stakeholders including Government officials, partner agency staff, community leaders and other key duty bearers participated in the TPO Uganda led Child Protection capacity building activities.
- 19000+ refugee children and youth reached with psychosocial support services.

FACT CHECK

**Over 56% of the population are below 18 years old**

Uganda has **17.1 million children below 18 years**. Almost half live in poverty.

SOURCE: MINISTRY OF GENDER SITUATION ANALYSIS REPORT ON CHILD POVERTY AND DEPRIVATION (2014)
The Return Home

Under the alternative care project TPO supported caregivers and families through successful reunification with children returning home from residential institutions.

“We were very excited to receive Babirye back from the Child Care Institution. I immediately noticed that her behaviour had changed. Babirye was not behaving like a young girl in our culture. For example we were shocked that at 12 years Babirye would undress at bath time before everyone. She hugged everyone instead of kneeling while greeting, and could not express herself well in our language (Luganda). It worried me a lot because she was very different from the other children. The parenting training has helped me learn how to rebuild a relationship with Babirye. I believe that I will help her feel accepted and together with the family we will support her to recover the identity she lost.”
Good Gains

Knowledge development, learning, dissemination of national child protection frameworks
- Worked with ministry to coordinate systematic dissemination of Violence Against Children Survey (VACS, 2015) in Kabale, Kasese and Kabarole districts.
- Equipped district staff and stakeholders with knowledge and skills to implement the alternative care framework, (national guidelines) to promote family based care for children and ensure quality care in legal child care institutions.
- 20 child care institutions assessed and supported to develop improvement plans that were indicative of key activities to guarantee the protection and well being of children under their care.
- Together with the Ministry of Gender, Labour and Social Development developed reference materials for strengthening child protection service delivery.
- 2800+ stakeholders including Government officials, partner agency staff, community leaders and other key duty bearers participated in the TPO Uganda led Child Protection capacity building activities.

Changing the narrative on child protection
- 11,102+ reached with key messages on child rights, child protection, safeguarding and case management.

Championed specialized parenting for the most at risk children
- Our parenting programs offered appropriate course units to prepare care givers especially of the most vulnerable children to parent well. In central and north-eastern Uganda we targeted reunification.
“Previously children who were acting out would be sent away, sometimes stigmatized and teachers did not know why they were behaving badly. With the training from TPO we know now how to handle these children. We are working on establishing psychosocial support committees recognized structures within the school administration. Through the committees teachers will be able to pass on the knowledge they have to new staff.”

Teacher, Bido Primary School, Arua district.
INNOVATION POINT

Treat. Play. Learn. Support

Integrate psychosocial support for refugee children & youth in school and recreational activities.

CHILD FRIENDLY SPACES

- 19,216 children and young people (11009 males & 8111 females) provided with child protection and psychosocial support through recreational activities and structured play facilitated at 23 Child Friendly Spaces and 2 Youth Centres in Amudat, Kinyandongo, Adjumani and Yumbe.

- 6,280 child protection cases handled

BIRTH RIGHTS

- 2177 birth registrations supported in South West and Central region.
As our clients start feeling better the first thing most of them ask us is – what next? It doesn’t matter whether it is a refugee mother or a teenager struggling with epilepsy, people are desperate to take control of their destinies. This is why we prioritise a combination of clinical interventions, effective community based response and livelihoods strengthening to enable our clients move forward.
FACT CHECK

- Over one-third of Uganda’s population is affected by mental health needs.
- Less than half of these access interventions due to inadequate personnel, psychotropic medicines; psychosocial interventions; and psychotherapies.

- Majority live in fragile and emerging settings like post conflict North and North-Eastern Uganda and refugee areas West Nile, Northern and South-Western Uganda.

- While most of the emergency populations suffer some form of psychological distress, 15-20% of crisis-affected populations develop mild-to moderate mental disorders such as depression, anxiety and post-traumatic stress disorders (PTSD) while 3-4% of these develop severe mental disorders, such as psychosis or debilitating depression and anxiety which affect their ability to function and survive.

At A Glance

THE PEOPLE WE SERVE
- Women & Children
- Refugees
- War returnees
- Survivors of Sexual And Gender-Based Violence (SGBV).

REACH
- 15 districts
- 8 projects delivering mental health and psychosocial support in 2017

WINNING APPROACHES
- Cognitive Behavioral Therapy.
- Self help models that harness collective power for psycho socio-economic wellbeing.
- Community-oriented model for strengthening community support structures.
- Capacity building for local government and other actors to deliver comprehensive services.
- Technically and culturally sound guidelines and knowledge products to address mental health problems in humanitarian settings.

SOURCE: 2015 GLOBAL BURDEN OF DISEASE STUDY

20,000+ RECORDED SERVICES
STRATEGIC ACTIVITIES

- Advocacy for comprehensive mental health care services to reach more people especially the most vulnerable.
- Logistics and supply of psychotropic medicines.
- Capacity building for health care workers and NGO (partner) staff in mental health and psychosocial support to promote sustainable services.

- **201 community support structures** that comprise counselling and patient support groups, VSLAs, child protection committees, para-social workers, women groups and village health teams were strengthened through information sharing and trainings. Community support structures are a key ally in delivering lasting services. They are local, trusted, affordable and culturally accepted.

- **39,889** including children, women, youth and men reached with mental health responses through community support structures.

- **410 stakeholders** trained to deliver therapeutic treatment such as the Cognitive Behavioral Therapy for Trauma (CBTT).

- **11322 screened** for mental health and psychosocial support services, **8953** of these were enrolled into 645 Cognitive Behavioral Therapy for Trauma (CBTT) groups in close to 15 districts.

- **63,212 reached** through psycho education and MHPSS awareness activities to improve response and access to services.

- Social accountability and feedback mechanisms supported to demand for better mental health service provision.

- Child/youth participation promoted to improve early detection of mental health illness and access to appropriate care.
Good Therapy
Improving recovery and resilience for refugees

11322 screened for mental health and psychosocial support services, 8953 of these were enrolled into 645 Cognitive Behavior Therapy groups in close to 15 districts including refugee settlements.

**PINCH**

“When flashbacks of the war come, I pinch myself and comeback. I learnt this method in the group.”

Mega, Hope Group Member, Bidi bidi settlement, Arua district

**SUPPORT**

“The nightmares came every night, I was scared and sad I missed my family, but I joined the group and I can go to a friend when I am sad. I feel better when we talk.”

Dawa, Kiryandongo Settlement
Pre-existing Conditions
Supporting Holistic Treatment

16 year old Prossy has struggled with epileptic seizures almost all her life. Prossy suffered frequent episodes, it was a miracle she and her family made it to Uganda - she never received any treatment in South Sudan. Before reaching the camp, they never thought Prossy could get any treatment for her illness.

“It’s been difficult for the whole family. We couldn’t go anywhere without leaving someone to care for her. Otherwise, she might get sudden seizures and fall in fire or harm herself,” says John Mawa, Prossy’s father.

One month after they got to the camp they heard about TPO and quickly took Prossy for assessment. Prossy was enrolled in treatment and is doing well on the medication.

“The treatment has helped her condition significantly,” says Prossy’s father. “We are happy with the improvement.”
INNOVATION POINT

Harnessing community mechanisms

Worked with existing structures and direct service delivery mechanisms to reach underserved community members was a smart move. Community structures have built relationships, confidence, good will and experience in working with their respective citizens. Well-equipped they are able to continue to support positive practices long after projects have ended.

- Our strategic partners on the ground included Refugee Welfare committees, Crisis Response Teams, patient support groups, village health teams and para-social workers to increase access to a range of MHPSS services.

- Through trainings, sensitization and mentoring community support structures were empowered to support identification, reporting, monitoring, and referral of cases for redress.

Over 39,000 reached through community structures
INNOVATION POINT

Contextualising western models to manage trauma

Adapting CBTT to create impactful, clinically and culturally appropriate treatment approaches require both technical competence and an accurate understanding of our clients. TPO developed a psychoeducation manual which adapts Cognitive Behaviour Therapy per World Health Organization Guidelines on mental health and psychosocial support in humanitarian settings. We worked with our direct service clinical teams to build an evidence-based manual to harmonize and standardize the process of conducting trauma-focused sessions.

BUILDING THE MANUAL

Tech and Cultural Savvy

- We are mindful that the knowledge products developed are technically sound and culturally acceptable. The first draft of the psychoeducation manual was formulated based on experiences of war victims of the Lord’s Resistance Army (LRA) in Gulu, Omoro and Kitgum districts.

Test the Teachers

- Orientation was conducted to roll out the manual across districts where mental health and psychosocial interventions are implemented Adjumani, Yumbe, Kiryandongo and Gulu districts.

Equip the Providers, Confirm Accuracy

- During the trainings, social workers were introduced to various documentation tools to help them capture the potential modifications deemed necessary in making the manual more relevant to context-specific needs and user-friendly. The trainings also served to refresh the knowledge and skills of social workers and clinical psychologists.

Check the Evidence

- Research comparing pre- and post-assessment scores for trauma and depression symptoms was also co-currently initiated to test the validity and reliability of the manual.
They Are All Children
Empowering Community Support Structures as first responders

How Child Protection Committees (CPCs) are putting age old tribal conflict behind in order to protect children.

When we first got here, there was a lot of tension among the different tribes and we did not know how to manage it, even for the child protection committee members. Initially, a Dinka Child Protection Committee member could not comfortably attend to a Nuer child in need of services.

TPO Uganda social workers were aware of these problems, they helped us reflect on our actions, understand our roles, and ethical requirements to promote peace and reconciliation rather than fuel tribal conflict. We also participated in the TPO led community dialogues through which we shared important messages on children’s rights and opportunities to address the needs of children through existing referral processes.

Whenever I see children from different tribes playing in the friendly space at Bidong primary school it makes me happy. TPO helps us teach our children to play together and put tension between our tribes behind us.

*TPO Uganda worked with the Child Protection Committees to identify orphans and other unaccompanied children to benefit from psychosocial, education and livelihoods support.

Milly Nancy Lagu,  
Child Protection Committee President,  
Cluster D, Kiryandongo district
Violence Free:
Recovery Pathways For Survivors Of Sexual Violence

“Whether at home, on the streets or during war, violence against women and girls is a human rights violation of pandemic proportions that takes place in public and private spaces.” UN WOMEN (2017)

Refugee women and girl survivors require urgent clinically and culturally sound interventions to make it. As we work towards leaving no victim or survivor of violence behind, those in emergency settings must be prioritized. For over 15 years, we have been providing psychosocial support and referral services to survivors of Gender Based Violence. Last year we worked with women and girl refugees who had experienced Sexual Gender Based Violence (SGBV). Using Cognitive Behaviour Therapy, including survivor support groups, psycho education, community awareness and prevention activities we helped our clients manage heightened cases of depression, trauma, anxiety disorders and promoted positive gender norms that prevent violence.
Most common forms of sexual violence

- Physical and/or sexual violence by partner → 51%
- Physical and/or sexual violence by partner in the last 12 months → 35%
- Sexual violence by non-partner → 4%

Child Marriage → 40%
Female Genital Mutilation/Cutting → 1%


FACT CHECK

Women and girls constitute 86% of all South Sudanese refugees in Uganda

- Nearly 70% of children have experienced physical violence, with majority (90%) experiencing multiple incidents of violence. Refugees and other vulnerable groups are at a greater risk.
- Mental Health conditions registered for women and girls in Yumbe and Adjumani include: 51% have PTSD, 24% suffer from depression while 16% suffer from anxiety.

SOURCE: VACS SURVEY (2016)

At A Glance

The SGBV screening tool is administered for survivors alongside targeted psycho-education activities that create community awareness for psychosocial support issues and SGBV for holistic outcomes.
The Whole Picture

Psychosocial support builds a strong foundation for holistic recovery

3000 women and girl survivors of SGBV were screened for mental health and psychosocial support needs in Adjumani and Yumbe districts.

**92% presented with anxiety, depression and suicidal ideas**

These were enrolled into CBTT groups across their different settlements. Using the SGBV exposure tool it was discovered that the most prevalent forms of domestic violence are beating and verbal abuse particularly by intimate partners.

**ESTHER’S JOURNEY**

37 year old Esther fled South Sudan with her six children in 2014. In 2016, Esther participated in a psychosocial screening by TPO Uganda in Ayilo 2 settlement.

It was a deluge of pain, she told the social worker she had witnessed mass killings in South Sudan she run to Uganda with her children.

Esther had been abandoned by her husband which made things worse, it was overwhelming to take care of the children. How did she feel? Tense, Esther had scary dreams, she could not sleep.

“A lot of the pain I was experiencing could not be seen physically.”
**STEP BY STEP**

**Assessed and referred:** The Social Worker enrolled Esther into a Cognitive Behavioral Treatment Therapy (CBTT) group.

**The hope group:** Esther made friends, they learnt how to face and manage the trauma through guided reflections, experience sharing, relaxation exercises and peer counseling.

**Getting better:** At level four of the program, Esther reported an improved sleep pattern. She thought it was because of the progressive muscle relaxation exercises.

**Digging her heels in:** Esther got better because she was so committed to improve. She became one of the co-facilitators for her CBTT group; thankful for her steady recovery and happy to support other women that joined the group.

Esther thinks mental health and psychosocial support is important for every refugee. It is a requirement for their next level.

“I understand what most of these women who come to our Cognitive Behavior Treatment Therapy group are going through. Since I became a co-facilitator of the group, I am very happy to be helping these women to overcome these experiences.”
Influencing the Agenda

The next level requires that our convictions, and evidence influence policies and decisions to establish lasting change.

“What you do at community level is only relevant if you share it to influence policy at national level,” Patrick Onyango Mangen, TPO Country Director, TPO@ 20 learning event.

Every chance we get we use a two-pronged advocacy model that combines representation and beneficiary engagement to drive evidence-based change and action.
INNOVATION POINT

» Be inclusive in your advocacy agenda, remembering especially the voices of those whose lives have changed. Empowered, they are a sustainable and unstoppable force of change.

» Optimise public-private partnerships for effective responses.

Highlights

Strengthening MHPSS policy and programming:
In February 2017, TPO Uganda together with other partners hosted the President of the International Criminal Court (ICC) and Board representatives of the Trust Fund for Victims (TFV) which supports mental health interventions in Gulu, Kitgum and Omoro districts.

Next level: Investment in comprehensive service delivery at the community level.

The Refugee Solidarity Summit: TPO shared lessons on holistic approaches including psychosocial support, access to economic opportunities and leadership skills to empower refugee women and girls to do better. The Refugee Solidarity Summit held in June 2017 in Kampala, Uganda, brought together international actors and representatives, including the UN General Secretary, Heads of State, Diplomats and senior representatives of international and national development agencies to share and learn from Uganda’s refugee response framework and experiences.

Ms Josephine Foni, a South Sudanese refugee was contemplating suicide when she arrived in Uganda, had it not been for psychosocial support services she received through TPO. Josephine’s point was that it wouldn’t have mattered if any other well-intended intervention was offered without attending to her mental health needs - she wanted to end her life.

Recommendations and commitments: These were made for comprehensive and holistic approaches including psychosocial support, livelihoods, legal response and leadership.

The unstoppable six: In Yumbe district, where TPO Uganda uses a similar advocacy model, six groups comprising 10 women refugees have continued to champion awareness creation on psychosocial support and response to gender-based violence even after the end of project activities. The unstoppable six have raised the bar and inspire ordinary citizens to engage and influence positive changes.
Calendar Days

- National events that target psychosocial and economic wellbeing provided an opportunity for us to reach out to those beyond where we work.
- Over 63,000 reached through outreaches, psycho-education, and community dialogues.
- Day of the African child, World refugee day and 16 days of activism against gender-based violence.

National Level Policy & Advocacy Initiatives

- National Child protection Working Group
- Violence Against Children Survey
- Alternative Care Framework
- Afri-child Learning Centre of Excellence
The National Child Protection Working Group (CPWG)

The right environment for child protection is dependent upon policies that put children’s safety first. TPO Uganda is an active member of the National Child Protection Working Group (NCPWG). In 2018 CPWG made significant contributions to the national child protection system in Uganda.

National Policy Formulation and Implementation Discussions:
- Through the Department of Youth and Children Affairs (MGSLD), NCPWG provided technical support and information for the development of the draft National children policy.
- In liaison with Uganda Youth Development Link, CPWG coordinated the review and update of the existing draft National Action Plan on Child Sexual Abuse and Exploitation (2010) to inform the Child Care and Protection Section of the National Children Policy.

Knowledge, Collaboration and Learning for Child Wellbeing:
- Together with other development partners NCPWG conducted the first national learning event on child wellbeing with Ministry of Gender, Labour and Social Development under the theme, ‘Applying Legal and Policy Frameworks for improved Child Wellbeing’. The ministry declared the learning symposium an annual event.
- CPWG represents the children sub sector on the national Social Care and Support Technical Committee (one of the structures established in implementation of the Social Protection Policy).

Research:
- Co-facilitation of 2015 national Violence against Children (VAC) survey data dissemination meetings and report generation process.

Strengthening Child Protection Systems and Processes
- CPWG in liaison with select Professional Social Workers reviewed the Uganda Child helpline Annual Reports (2015 and 2016) to improve documentation and case management practice.
- With funding from REPSSI, CPWG initiated and developed first ever National training manual on Child Safeguarding. The draft was pretested on Ministry of Gender, Labour and Social Development staff and awaits approval from the ministry.
Socio-Economic Gains:
Promoting Entrepreneurship, Agribusiness & Access To Finances For Improved Livelihoods

“I want something to do, I want to take care of my children, I used to have a business back home,” Prossy - a mother of 4 (Bidibidi refugee settlement).

The power to finance ones wellbeing is at the very core of change. The people we serve require a source of income and this starts with the right set of skills and knowledge to develop money generating activities. In addition, managing and optimizing available resources is key to boosting livelihoods.
TPO Uganda addresses this through integrating socio-economic interventions in all our programs including mental health and psychosocial support, and child protection. Key activities include: skills trainings, apprenticeship and vocational training opportunities, establishment and support towards group savings and revolving funds associations, linkage of beneficiaries and their groups to existing programs or actors providing additional support as well as start up support for those who have successfully completed training.

At A Glance

- **4 projects** focused on socio-economic development
- **15 districts reached**
- **86% of 1547 households** we worked with through our socio-economic projects showed steady increase in their household.

**FACT CHECK**

- Majority of Uganda’s 36 million people live in rural areas where poverty is most concentrated.
- Women make up more than half of Uganda’s agricultural workforce (76% versus men at 62%) yet only 48% of women in Uganda have access to financial services compared to the national average of 55%.
- 40% of the Ugandan adult population (15 to 24 years) are youth. Despite their size, and economic potential, youth are more likely to be financially excluded than adults.
- Access to adequate livelihood opportunities is a critical issue and according to the Uganda Bureau of Statistics (2016), over 70% of Ugandan youth are unemployed due to the lack of job opportunities and appropriate skills.

STRATEGIC ACTIVITIES

Access to Finance Is A Priority
Micro Finance, Village Savings Loans Association, Cash Grants, Financial Literacy
On the ground the most vulnerable including women, youth and refugees who would otherwise have no access to finances were supported to form savings groups from which to borrow money at a low interest rate. Savings groups helped families cope through difficult periods as well as provide capital to invest in income generating activities. Where cash grants were provided for the most destitute by our partners, we conducted financial literacy training to equip families to start their journey out of deep poverty, manage resources and improve their lives.

Equipping Entrepreneurs to Succeed
Entrepreneurial Skills Development, Vocational Training.
Women and youth were enrolled in vocational training and agri-business with follow up support including starter kits, provision of assorted vegetable seeds such as cabbages, onions, okra, green pepper, cow peas and knap sack sprayers.

Farming For Nutritious Food and Money
Modern Farming Methods, Nutrition Education, Valuechain Linkages.
We empowered households to leverage their food production to meet both their household and business needs. Training focused on improving post-harvest Handling, using improved seed varieties to boost quality and quantity of harvests and growing a variety of vegetables through kitchen gardens for household consumption. Farmer groups were also linked to government programs within their districts to tap into larger markets.

Expanding Access to Market and Entrepreneurship Opportunities
Linkage meetings connected farmers to new markets and opportunities

- 25 new farmer groups established, 2 producer organisations formed in each Subcounty for stronger bargaining power.
- Over 55% of households we served were food secure.
- 1838 equipped in various entrepreneurial skills through trainings, vocational skills, apprenticeship and training opportunities.
Good Gains

318 of vulnerable or destitute individuals and/or households were supported.

Over 55% of households we served were food secure.

1838 equipped in various entrepreneurial skills through trainings, vocational skills, apprenticeship and training opportunities.

UGX 704,162,750 saved through the Village Savings and Loans, approximately 13 million more than last year.

1547 youth and women trained in South Western Uganda with modern farming methods, income generating activities and financial management.

96% of the groups consistently saved monthly; 61.2% save UGX 1,000 per week, 23.4% UGX 2,000 and 12% save well over UGX 5000 per week.

A cash grant of UGX 96,154,400 was disbursed to 193 at risk households.
Honey Makes Money
Lira households improve their incomes

In Lira we supported 300 households to rear rare bees for honey. They harvested up to 221 kilograms of honey, sold 115 kilograms (5000 per kilogram) and earned over UGX 5 million shillings. A household survey after the intervention indicated that household incomes and well being had improved.

Households that were earning below UGX 50,000 reduced from 71% to 50%, while those earning between UGX 50,000 and UGX 100,000 increased from 28% to 36%. Households earning above UGX 100,000 increased from 2% to 14%. 
Driven to Succeed

After 17 year old Quinto attended the life skills and counselling sessions by TPO, he made a complete turnaround. He was determined to be successful.

Quinto started vegetable gardening; he planted onions and got a good harvest. From the money he was able to buy goats and thatch his hut.

His family were so impressed they agreed it was time for him to get married. He stood his ground and refused to marry, instead he stayed focused on pursuing a welding business.

TPO helped Quinto enroll for apprenticeship training in welding and metal fabrication. He is already using his skills at a workshop in Ogur trading center and is qualified to receive a start up kit through TPO. He has also joined a savings group and diligently puts aside money on a weekly basis.

“I am now a responsible young man and give all the necessary support to my grandmother.”
Strategies for the Unexpected: Equipping Communities For Disaster Risk Reduction

Disasters whether man made or natural shake the core of any community. They are more common place now with rapid environmental changes and humanitarian crisis. Building on a decade of experience we work to lessen the effects of disasters, strengthen the resilience and preparedness of communities.
FACT CHECK

Common disasters in Uganda include:

- Man-made disasters such as conflicts and ethnic tensions
- Natural disasters such as drought, earthquake, flooding, landslides and volcanic activity among others.

At A Glance

- We strengthened community disaster risk reduction in Southern Karamoja
- Promoted disaster risk reduction to reduce the damage caused by natural hazards
- Established community managed early warning systems
- Supported ecosystem management through promoting tree planting and good natural resources management.

INNOVATION POINT

Wetland Management, Disaster Preparedness & Natural Resource Conservation

In Katakwi, TPO Uganda established wetland management committees to work with district and sub County technical departments, local council authorities and communities to promote wetland conservation.

A Plan

- A detailed wetland plan was drawn up. It manages and guides activities in and around the district.

Ecosystem Management

- The committee facilitated the demarcation of 11 km stretch of wetland bordering Adodoi, Okii and Damasiko villages.
- TPO Uganda also supported establishment of 3 woodlots in Adodoi and Damasiko villages, each with 3,060 seedlings planted.
Good Gains

10 disaster risk reduction committees established with our guidance to report disasters and share disaster reduction skills with community members.

Built capacity of 15 duty bearers and TPO staff on community managed disaster risk reduction (CMDRR) approaches. These experts will continue to act as resource at the community level.

Worked with committees to identify and report incidents of disasters as well as strengthen their ability to cascade DRR knowledge and skills to their communities in Okii, Damasiko and Adodoi villages.

The trainings improved community understanding on practices like briquettes and alternative sources of energy saving technologies with a visible reduction in rampant destruction of trees by the community members.

21 community members engaged in developing the wetland management plan which is benefiting close to 2148 people in fragile settings.

1432 community members directly benefited from the 3 established woodlots in 2 villages in Karamoja.

40 community members and 240 households (almost 1200 individuals) were trained in Disaster Risk Reduction.

650 participants trained on development and implementation of risk reduction plans and emergency contingency plans.
Investing In Human Resource

We are only as strong as our talent. TPO invests in equipping staff with the special skills required to deliver on our promise. Across our program areas, opportunities for training, orientations, refresher courses, cross learning and mentoring in cutting-edge interventions and good practices were provided.

At A Glance

- 171 staff
- 10 coordination offices across the country
- Mentorships with renowned experts in MPHSS strengthened staff performance
- Key staff were recruited to programming, learning, and finance departments

Clinical Skills for Humanitarian Response

Majority of our social workers are faced with new and complex challenges as they serve in refugee settings. TPO prioritized building their competence to effectively meet the needs of our refugee clients.
Good Gains

TPO Social workers with the guidance of experienced clinicians were trained to adapt content from the Inter-Agency Standing Committee (IASC) Guidelines on Mental Health and Psychosocial Support in Emergency Settings to meet the unique needs of women and girls.

Training and support supervision was conducted to strengthen service delivery in emergency settings as follows:

- Successful case management including identifying, managing and/or referring cases for quality psychosocial, and socio-economic services in refugee communities.
- Integration of Sexual and Gender Based Violence prevention across psycho social and economic interventions.
- Supporting peaceful coexistence of traditionally conflicting groups of women from Nuer and Dinka tribes (South Sudanese refugees).
- Facilitating peer counselling and cohesion building sessions for survivors of tribal/ethnic related conflict/war.
- Mobilising and garnering the support of men to end Gender Based Violence.

Learning from the field: Head quarter teams participated in support visit schedules to learn from the work implemented in the field, monitor outcomes, support capacity building in key areas reporting and compliance. These activities have contributed to positive outcomes that include demonstrated trust from partners, earlier identification of emerging gaps and timely response to challenges.
Organisational Development Highlights

**REVIEW**

A comprehensive capacity review was conducted to enable us address gaps and develop action plans to forecast and improve TPO functions. We focused on:

- Team Collaboration
- Procurement Management
- Strategic HR Management
- Strategic Leadership

**LOOKING TO THE FUTURE**

**Refresh**

Team Building: The entire team came together for sessions to reflect, refresh and enhance how staff learn, work, collaborate and adapt to achieve TPO mission.

**Plan**

The Strategic Plan was finalised and approved by the board, related policies were also developed including travel, cost allocation and treasury management guidelines.

**Prudence**

A complete board is crucial to our growth as comprehensive guidance goes a long way in steering TPOs growth.

Last year two new members: Stephen Tumwesigye (Legal Expert) and Sarah Nderma (Finance and Internal Audit Expert) joined the board. The TPO board is now complete with 10 members including the Country Director.

**TPO GETS ITS OWN HOME!**

After more than two decades TPO Uganda finally has its own home. TPO purchased an office block in Munyonyo that will be the **TPO head office** in Kampala.

This a milestone in our endeavor to build a lasting institution. It is also a critical part of our strategy to maximise every resource to reach more communities with quality services.

All our work is built on evidence, it is paramount to ensure relevant programs that speak to real needs. From data collection, storage, sharing, learning and utilization, TPO is monitoring progress, picking lessons and adjusting our methods to ensure that we are delivering the right services. It also means that our partners can count on value for money.

At A Glance

**KEY ACTIVITIES**

Revision of the organization’s research, learning and adaptability agenda, supported evidence based programming.

Key activities included:

- Collection, storage and utilization of high quality data.
- Digitalized data collection starting with Kiryandongo, Yumbe, Gulu and Adjumani districts.
- Staff training on data collection, quality assurance and incorporating data quality checks at all stages.
- Monitoring visits to assess data collection progress and gaps carried out for all project sites. Field officers were coached on how to decipher project results and indicators, align project activities to intended outcomes and use the right tools to achieve project objectives.
- The M/E department also carried out spot checks including random data sampling to verify and validate data from the field.
2017 Research Papers

TPO Uganda participated in the following research studies and publications:

- Violence Against Children Survey (2015)

- Assessment of the state of mental health and psychosocial services (Mutamba Bryan, 2017). The assessment established that while basic needs, like shelter, food, and water, were the top priority, there was significant need to establish MHPSS programs that will assist in the psychological and social wellbeing of the children, adolescents, families, and communities. It therefore recommended that a focus on building capacity of para-professionals should be the primary focus.

- Providing Mental Health Care and Psychosocial Support Services for Adolescents and Children in Refugee and Internally Displaced Person Settings and a Mental Health Needs and Resource Assessment in Four Refugee Settlements in Uganda. This assessment was led by Play to Live, 2017 and was carried in Kiryandongo, Bidibidi, Rhino camp and Adjumani.

- A rapid needs assessment was carried out by the R4O Consortium composed of War Child Canada (WCC) (Needs Assessment Team Leader), War Child Holland (WCH) and Transcultural Psychosocial Organization (TPO) Uganda. The assessment complemented understanding and analysis of protection needs of refugee and host communities in Pagirinya and Maaji II refugee settlements in Adjumani district.

- TPO Uganda developed ‘A Simple Psycho-Educative Treatment Manual’ for the Ugandan context with elements of cognitive behavioural therapy and narrative therapy and a focus on PTSD, depression and general stress coping skills. The TPO team worked with a consultant Norah Brinkerhof to produce the manual.

- TPO Uganda through the country director Patrick Onyango Mangeni was acknowledged for their contribution to a study assessing the impact of child protection among refugees.

Partnerships In Action

It might be a child who you helped save from abuse or a woman and her family fleeing war find a safe place where the horrible nightmares stopped. It might even be a poor family that lifted itself up through group savings, growing nutritious food for home consumption or the market. You may never know the communities who you have helped choose peaceful existence, where human rights prevail. Perhaps some of the stories on our website or in this report might give you a glimpse into how your support is transforming lives. We salute all our partners for enabling us touch lives.

At A Glance

- 20+ Non-Governmental Organisations
- 23 Districts
- Consortia/learning networks
  - Child Protection in Humanitarian Action
  - Better Care Network
  - CHS Alliance
  - Child Protection in Crisis Learning Network
  - Child Protection Working Group
  - MHPSS.Net (Mental Health Network)
  - Community Based Child Protection Mechanisms
  - REPPSI
Good Gains

- TPO Uganda became a direct beneficiary of a USAID grant and also the lead mental health and psychosocial support implementing partner for the UNHCR.

- Together with our partners, we were privileged to host: War Child UK (that led interventions supported by Comic Relief), the President of the ICC and the Trust Fund for Victims board representatives, representatives from Dan Church Aid and GIZ. These visits provided an opportunity to showcase the impact of TPO Uganda’s work, promising models, best practices and opportunities for continued collaboration.

- UN Refugee Summit Co-host: TPO Uganda was one of the co-hosts and presenters at the Refugee Solidarity Summit held in June 2017 in Kampala, Uganda. The event brought together international actors and representatives, including the UN General Secretary, Heads of State, Diplomats and senior representatives of international and national development agencies to share and learn from Uganda’s refugee response framework and experiences.
Mr. Mondo Kyateka, Ministry of Gender, Labour and Social Development

Civil Society organisations like TPO Uganda are key partners in development work. How are you working together to protect children?

One of the most critical undertakings that the ministry has taken on to bring civil society actors and other stakeholders is through the Child Protection Working Group (CPWG). It was initially hosted by UNICEF and later transitioned to the ministry. TPO Uganda was among the first partners to support the CPWG in 2009 and has continued this support to date. Together, we have worked to improve the lives of our children across the country.

How does the Child Protection Working Group enable the ministry achieve its agenda?

The CPWG serves a coordination mechanism for stakeholders addressing the issues affecting children. This eases the Ministry’s oversight role on accountability through streamlining planning and continuously learning about the interventions led by different actors. In the past, coordination was a serious challenge that led to disjointed interventions, duplication of efforts, and wasting of resources.

“Working together especially where children are concerned means all stakeholders are implementing tested standardized and child appropriate approaches – a role the CPWG is helping the Ministry to attain.”

Knowledge Development is critical in child protection. How has this contributed to the Ministry’s work?

In 2017, TPO Uganda provided technical and financial support for the Ministry to review the Para Social Workers’ Training Manual. This is critical in ensuring quality and standardization of the materials utilized by the social service workforce through which the Ministry implements its mandate.

The capacity gap for the social service workforce is still an issue and therefore the contribution by partners such as TPO Uganda to utilize the evidence built through community-based interventions to equip frontliners cannot be underestimated. This support also feeds into the Ministry capacity building plan to harmonize content and ease monitoring of the contributions of community-based actors to service delivery.
Civil society and government relations have not always been the smoothest, with many short engagements, what can be done to make it better?

Transparency is key. Even with good intentions, you have many organisations with interests they want to cater for, that do not sit well within the ministry framework. One of the good things about our partnership with TPO is just that - transparency. We sit together to discuss the national agenda and the opportunities for TPO to feed into. TPO is one of the organisations that takes the time to inquire of the Ministry on how to allocate their resources and implement programs.

Under the Private Public Partnership (PPP), the ministry is required to work with private organisations including civil society how can we do this better?

As a ministry we are interested in this partnership. It makes us deliver and shine together. Everyone has a significant contribution. The only challenge is when big budget entities come in and want to tell the ministry what to do. There must be a dialogue. We maybe resource constrained because the responsibility we shoulder is great but we know where the problems are, we have done good research, have strong evidence and have the policies and strategies to guide responses. It is important for our private sector partners to listen to us as government, understand and prescribe to national policies. We are ready to partner on a levelled playing field.

“The mental health and psychosocial support needs in Northern Uganda surpass available services such as medical supplies. With support from the Trust Fund for Victims, TPO Uganda supports Gulu Regional Referral Hospital to deliver on our mandate – that is; conducting community outreach clinics. Our Hospital staff joins the TPO Uganda Clinical Psychologist and Social Workers to deliver a combination of psychotropic medicines and psychotherapy to more clients in communities. In addition to sensitization, we provide onsite treatment to already enrolled clients and referrals. Since Northern Uganda still has the highest poverty rates in the country with most people being direct or indirect war victims, extending outreach activities to the furthest parts of communities helps to bridge the access gap.”

Canaan Katerega, Head of Mental Health Unit
Gulu Regional Referral Hospital
## Funding Good Change

### 2017 Funders List:

<table>
<thead>
<tr>
<th>Funding Partner</th>
<th>Project Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>United States Agency for International Development (USAID) through Child Fund International</td>
<td>• Deinstitutionalization of Orphans and vulnerable children in Uganda</td>
</tr>
<tr>
<td></td>
<td>• Sustainable Outcome for Children and Youth in Central and Western Uganda</td>
</tr>
<tr>
<td></td>
<td>• Keeping Children in Protected and Healthy Families</td>
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<tr>
<td>Danish Church Aid (DCA)</td>
<td>• Multipurpose cash and protection for south Sudanese refugee children in Bidibidi settlement</td>
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<tr>
<td>ECHO through War Child Holland (WCH)</td>
<td>• Recovery, Response, Resilience, Readiness and Opportunity (R4O)</td>
</tr>
<tr>
<td>BPRM through War Child Canada (WCC)</td>
<td>• Securing Tomorrow Today (STT)</td>
</tr>
<tr>
<td>Well Spring Advisers</td>
<td>• Development of a dissemination, Prevention and Response plan for the VACs study in Uganda</td>
</tr>
<tr>
<td>OAK Foundation</td>
<td>• Support to the Strengthening of a National Child Protection system</td>
</tr>
<tr>
<td>FUNDING PARTNER</td>
<td>PROJECT TITLE</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------</td>
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</tbody>
</table>
| United Nations Children’s Fund (UNICEF)           | • Strengthening Community Based Prevention and Response to End Violence against Children in Amudat, Karamoja  
                                               | • Community Based Child Protection and Psychosocial Support in Kiryandongo, Adjumani and Yumbe districts (Southern Sudan Emergency Response) |
| Plan International (Uganda)                       | • Empowering Youth for Sustainable Livelihoods in Lira and Alebtong districts  
                                               | • Enhancing livelihoods of vulnerable child headed households in Lira district, northern Uganda  |
| Trust Fund for Victims (ICC)                       | • Integrated Physical and Psychosocial Rehabilitation Assistance for War Victims in Northern Uganda  |
| Comic Relief through War Child UK                 | • Promoting mental health, peaceful coexistence and participation among South Sudanese Refugee women and girls in Adjumani and Yumbe |
| UNHCR                                            | • Integrated community MHPSS services for war affected refugees in Rhino camp and Bidibidi settlements  |
| USAID (Direct Grant Recipient)                    | • Promoting peaceful coexistence through community reconciliation, trauma healing and resilience building in Acholi and Lango Sub-regions  |
| CORDAID                                          | • Female farmers deserve better (Pulses Project in Kaberamaido and Katakwi districts)  |
| World Jewish Relief                               | • Provision of livelihoods improvement actions for female survivors of SGBV and displaced families among Southern Sudan Refugees in Kiryandongo District. |
| WarChild UK                                       | • Emergency Child Friendly Space Upgrade in Kiryandongo and Adjumani  |
| Comic Relief through WarChild UK                  | • Protecting South Sudanese Refugee Children in Uganda Through Building Family Resilience in Kiryandongo & Adjumani districts. |
## Finance

### 2017 Actual Expenditure Summary (USD):

- **Staff Costs**: US $ 524,724
- **Office Operational Costs**: US $ 830,086
- **Direct Program Costs**: US $ 1,487,547

### In Detail:

<table>
<thead>
<tr>
<th>Donor</th>
<th>Sector of Intervention</th>
<th>Location</th>
<th>2017 Budget (UGX)</th>
<th>2017 Actual Expenditure (UGX)</th>
<th>2017 Budget (USD)</th>
<th>2017 Actual Expenditure (USD)</th>
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</thead>
<tbody>
<tr>
<td>WAR CHILD CANADA</td>
<td>Child Protection</td>
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<td>181,143,106</td>
<td>69,376,311</td>
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<td>Donor</td>
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<td>Location</td>
<td>2017 Budget (UGX)</td>
<td>2017 Actual Expenditure (UGX)</td>
<td>2017 Budget (USD)</td>
<td>2017 Actual Expenditure (USD)</td>
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**TOTALS**  
11,243,552,643  
10,232,485,966  
3,123,209  
2,842,357
Board of Directors

Timothy Lubanga
Board Chair
Has worked as a Social Protection and Rural Development Specialist in Northern Uganda for more than 20 years. Currently the Assistant Commissioner for the Monitoring and Evaluation in the Office of the Prime Minister.

Sheila Marunga Coutinho
Board Vice Chair
Has been instrumental in HIV and AIDS/OVC related policy development, analysis, and lobbying for the last 10 years in a range of public, private and UN institutions in Africa. She is currently Chief of Party for the “OBULAMU” HIV and AIDS campaign.

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. Mugarazi
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.

Robinson Ogwang
Governance & Organizational Committee Chair
Public Health and Organisational Development Specialist. Director of Programs, Strategic Development and Partnership, Children’s AIDS Fund.
Jimmy Onesmus Adiga  
Audit & Risk Management Committee 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.

Henry G.K. Nkyakoojo  
A trade economist with extensive experience in economic and policy issues.  
Currently, an advisor to the Trade Capacity Enhancement project at the Uganda Ministry of Trade, Trade Industry and Cooperatives.

Justina K. Stroh  
Programs and Resource Mobilization Committee Chair  
A consultant with 20+ years experience in Development Assistance.  
Executive Director Reach Out Mbuya Parish HIV and AIDS initiative.

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.

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