OUR VISION OF THE WORLD

A society where vulnerable and marginalised people enjoy mental health, social and economic wellbeing, and lead harmonious, mutually supportive and productive lives.
Dear Reader,

It is my pleasure to share with you our 2016 Annual Report. As you may have noticed over the past three years, we have tried to make our reports easy to read, by using graphics to portray our achievements in numbers. Similarly we always try to bring the voices of families and individuals that benefit from our services to the fore by including narrations on how our projects have impacted on their wellbeing.

This year we are highlighting a unique project that we have been implementing together with ChildFund International, Child’s i Foundation and RETRAK in twelve districts in Uganda. In this pilot project, we are collaborating with selected child care institutions to reintegrate children back into caring families while documenting factors that tend to push children away from the home. This project is one of the few that directly promotes the recently passed Alternative Care Framework that was developed by the Ministry of Gender, Labor and Social Development.

Our emergency refugee programme has expanded greatly over the past year. In August we moved into Bidi Bidi refugee settlement in Yumbe district, now considered one of the biggest refugee camps in the world. We also scaled up our trauma management programme in Adjumani and Kiryandongo. We are therefore very grateful to the donors that are supporting our emergency programme.

We have invested significantly in enhancing our governance and management systems over the past year. In June we completed a six-month review and enhancement of all our policies and management practices while in October we upgraded our accounting system (SAGE Pastel) to link all our field sites. We have established three new regional transaction processing centres in Mbarara, Amudat and Adjumani. Our goal is to improve the efficiency of all TPO Uganda programmes no matter the location.

Lastly, I am once again grateful to my management colleagues and all the staff at TPO Uganda with whom we continue to steer this organisation and deliver services to those in need. I am proud to be working with a very supportive Board of Directors who have in the past year overseen several policy reforms which have ensured that TPO Uganda remains abreast with good governance standards and practices. We are deeply appreciative of the incredible partners that we work with and the donors that continue to fund our work in Uganda, supporting deprived communities and families.

Sincerely,

Patrick Onyango Mangen
Country Director, TPO Uganda
Board Director’s message:

The year 2016 was a significant time of growth, learning and progress for TPO Uganda. Substantial progress was registered in expansion of outreach to vulnerable communities and children, a number of projects successfully completed and closed with outstanding performance, new projects initiated and approved and overall new funding and resources mobilized. We welcomed new Board members, developed a new Strategic Plan, and strengthened our systems and human resources particularly in the area of internal audit and risk management, financial management and monitoring and supervision.

We expanded our networks and built strategic partnerships with leading organizations and institutions engaged in child support activities, psychosocial support and special protection for vulnerable communities. As a result, our service coverage expanded to reach over 30,000 people throughout the country. Over 3,670 households and 5,374 children received child protection interventions and more than 24,000 individuals were reached with psychosocial support services. These are significant achievements given the difficult prevailing socio-economic circumstances both locally and globally.

Reduced economic activity followed by a prolonged drought and severe food shortages affected Uganda in 2016—children and women are the most vulnerable and therefore the hardest hit. The result of these adversities is increased demand for our services, necessitating more resources and preparedness to deal with the challenge. We, however, remain optimistic that together with our local and international partners we will ably scale up and sustainably implement our programs.

Our plans in the medium-term future focus on strengthening our capacity and diversifying the volume and depth of interventions, increasing the scope and coverage of our programs, and amplifying our influence in national policy, program development and management.

I thank in a special way all our donors and partners for their unwavering support. I salute my colleagues on the board for their invaluable strategic oversight and thank the dynamic, TPO Uganda management and staff for their commitment to delivering on our vision for a Uganda where the most marginalized enjoy good mental health and socio-economic well-being.

Timothy Lubanga
Board Chair, TPO Uganda
Priorities in 2016

10 | Community power: Protecting children
16 | Families first: Alternative care
20 | Unequal relationships: Gender-based violence
22 | Holistic interventions: Mental health and psychosocial support
24 | Accelerating prevention: HIV and AIDS
26 | Strengthening resilience: Disaster preparedness
28 | Household economics: Food security and livelihoods
30 | Promise efficiency: Institutional development
32 | Field notes: Research, learning and sharing
34 | Change makers: Partnerships
36 | Financial highlights: Accounts & investments
WE CHOOSE WHAT WORKS.

Every child, young person, woman and community should be safe from abuse, malnutrition, war, disease and hopelessness.

Through no fault of their own, refugees from South Sudan find themselves fleeing conflict and fighting to survive unthinkable horrors.

HIV and AIDS continue to wreak havoc, with countless opportunities for prevention and correct treatment lost.

Young girls and women are the victims of violence meted out to them simply because they are female.

Poverty and the difficulty in accessing finance and practical youth development initiatives result in hopelessness and preventable problems.

Climate change and the lack of preparedness for it stifle progress.

We choose not to despair; we do not dwell on the odds and impossibilities. Our focus is on what works, who it works for and how. We prioritise the people we serve, their potential, their dreams, the capability of the community systems that support them long after we are gone, the innovations and resources available for progress and the right like-minded partners with whom to take this change journey. When we find what works, we stick with it so that a good change, as defined by the people we help, is achieved. It is a change they own and a change that lasts.
No development challenge of our time is a single issue. The communities we serve are up against multiple and linked problems. This means solutions must be equally diverse for meaningful, comprehensive and lasting change. TPO Uganda brings its competences and experiences to partner with other experts, both government and nongovernment right up to the community level to deliver more wholesome programmes.

We have learnt that the right partnerships break silos, leverage expertise and maximise positive change.

20,000+ People reached

WEST NILE
Adjumani, Yumbe
Emergency response, Child protection, Psychosocial support, School based interventions, GBV response, Livelihoods strengthening.

Kiryandongo
Emergency Response, child protection, psychosocial support, school based interventions, GBV response, livelihoods strengthening.

WESTERN & SOUTH WESTERN UGANDA
Rukungiri, Bushenyi, Sheema, Isingiro, Kanungu, Kabarole, Kasese, Ntungamo, Kabale, Kiruhura
Economic strengthening, Nutrition, Child protection and Family strengthening, OVC HIV and AIDS, Deinstitutionalisation of OVCs, youth empowerment.

CENTRAL REGION
Mukono, Masaka, Mpigi, Gomba, Mityana, Rakai
Parenting project, economic strengthening, Sustainable Outcomes for Children and Youth project.
Katakwi
Community-managed Disaster Risk Reduction, Environment management, Ecosystem management.

EASTERN UGANDA
Katakwi
Community-managed Disaster Risk Reduction, Environment management, Ecosystem management.

KARAMOJA SUB-REGION

NORTHERN UGANDA
Gulu, Lira, Kitgum, Alebtong
Social protection, school-based interventions, mental health, Psychosocial support, Livelihoods and Socioeconomic strengthening

3 pillars that inform our responses

STRENGTHENING SYSTEMS
We build national and community systems and structures for effective protection and promotion of children’s and women’s rights.

5,374 children and 3,670 households reached with a range of interventions including awareness creation and increased access to child protection and services for survivors of gender based violence.

INCREASING ACCESS
We increase access to psychosocial and mental health services to vulnerable communities.

24,476 reached with psychosocial support interventions.

BUILDING RESILIENCE
To enhance vulnerable communities’ capacity to manage and respond to disaster and socioeconomic shock.

More than UGX 73,000,000 saved by 150 Village Savings and Loans Associations.

Partners for Lasting Change
12 Development Partners 3 Learning Groups
20+ Civil Society Partners 5 + Consortiums
23 Local Governments

Prioritising what works 9
Communities have the ability to ensure that children are safe and enjoy their full rights. However, there are institutions such as law enforcement agencies that are especially mandated to protect children. We empowered households, cultural institutions, civil society, local government and law enforcers to promote the rights of children and effectively address child rights abuses.

We reached more than 5,000 children and nearly 3,700 households through awareness raising outreaches, supporting access to quality child protection and gender based violence response services.

What worked: Comprehending the evidence on children’s needs was critical in preparation for designing effective interventions:

- **7 districts:** We improved the data analysis skills of seven Local Governments (members of the strategic information technical working groups) in South Western Uganda.

- **The result:** The work groups evaluated the implementation of the 2010/11-2014/15 strategic plan and developed preliminary guidance for the development of the next strategic plan and district child action plans.

**Raise Awareness**

Putting the facts in the hands of the people is an important first step to empowering them to change their lives.

- **222** community dialogues and outreaches on child protection.
- **1,720** households have been reached through community sensitisation on substance abuse.
- **14,680** vulnerable children and their families linked to essential legal and counseling services.
“Some children do not commit crimes because they want to do bad things, but because of poor parenting they are neglected and find themselves in trouble.”

-Bacwa Theopista Mutooro, Probation and Health Officer, Kabarole district
Children’s Rights and Access to Justice

2,789 children supported to acquire birth certificates, thus safeguarding their access to social services and protection.

273 children enabled to leave institutionalised care and re-integrated in families.

1,125 children and care givers equipped to advocate for their own rights and make healthy life choices.

3,474 cases of violations against children handled and justice served.
Youth Development
Preparing vulnerable youth and children for success

2,826 households with vulnerable youth and children enrolled on health, nutrition and social service programmes.

600 children supported to join primary schools and receive the education they need to tap into better opportunities.

Everyone’s day matters, partnering with child headed households

Patrick Nyakahuma lost his parents at 17 years and has since been taking care of his 3 siblings.

“I would return home after midnight every day from the nightclub. I was selling matooke in the market, but after providing food for them, education was not so important. I have been supported by TPO through training on parenting as well as a mechanics and driving course. I am already working and earning money from garages and I am hopeful that I will support my 3 siblings through school. I now go back home early and we sit and talk about everyone’s day.”

Community Potential
Community-based organisations are a critical ally in addressing child protection in their communities.

4 Civil Society Organisations (ICOBI, IDO, APPROCEL and LADA) trained on child protection.

Strengthen Capacity
54 government officials trained in alternative care (deinstitutionalisation).

1,734 para-social workers’ skills strengthened in child protection.
**Advocate for Resources**
Sustaining a locally owned response for child protection requires community-based resources. Using the evidence of OVC needs, we lobbied the district leadership to increase budget allocations for their community based department which handles issues of welfare and child protection.

**The Result:**
Budgets increased and key human resource hired for Community-based departments in Isingiro, Kabale, Kiruhura, Bushenyi and Kanungu districts.

- **Kabale district annual budget increased**
  - 2015/16: 28,509,500
  - 2014/15: 13,018,044

- **Percentage of approved key staff positions filled in Rukungiri district**
  - 80%

- **Recruitment and staffing levels increased in Isingiro, Bushenyi, Kabale**
  - Isingiro: 78.8%
  - Bushenyi: 73%
  - Kabale: 71.7%

**Birth Rights**
“At between UGX 10,000 and 20,000, the cost of a birth registration certificate was too high for most households in Ntungamo district. As a result, it was difficult to prove the ages of victims and perpetrators in child abuse cases. Following TPO Uganda’s intervention, the leadership of Kibatsi sub-county reduced the fee for certificates to UGX 2,000 for vulnerable children and 5,000 for other community members. As a result, in September 2016 alone, 30 children voluntarily registered for birth certificates. Similar success was noted in Ihunga, Rubaare and Rugarama sub-counties.”

**DPC, Ntungamo District**
Investing in positive parenting
Many Ugandan children are raised in families where patriarchal attitudes, violence-based punishments and exposure to risky behaviour undermine their safety and lead to future problems. We worked to break the cycle by equipping parents to do better for their children. In 2016, we trained 700 parents and caregivers in positive parenting practices, such as non-violent discipline techniques. The parents who attended our training sessions were sent back into their communities as ambassadors of change. We believe that this strategy provides a continuous opportunity for candid conversations that challenge the stereotypes and attitudes that make victims of children in the places they should feel safest.
When children are separated from their families and communities, their lives can be disrupted forever. In Uganda, these children will most likely end up in institutions or on the streets. The reasons are countless, including family and community breakdown, domestic and gender based violence, poverty, war, alcoholism and substance abuse. We believe that family settings provide the best environment for children to thrive.

**Leveraging expertise for children**

The Alternative Care project/Deinstitutionalisation of Orphans and Vulnerable in Uganda (DOVCU/Alternative Care) is led by Child Fund International with TPO Uganda, Childs I Foundation and Retrak as consortium members. De-institutionalisation aims to place children currently living out of family care into nurturing families. Each organisation contributes a unique expertise to the project. Working through a multi-sectoral approach that leverages government and non-government players, we focused our efforts on reducing the unnecessary separation of children from their families, improve existing institutions, strengthening family-based care and implementing the National Alternative Care Framework, developed by the Government of Uganda.
Project Areas: TPO Uganda provides technical guidance for child protection and psychosocial support for the entire project and implements a full range of activities in Kabale, Kabarole and Kasese. Additional districts: Gulu, Iganga, Jinja, Kampala, Kamuli, Lira, Luwero, Mbale and Wakiso.

6 things we did to support Alternative Care

- We supported Local Government to understand the Alternative Care framework and built their capacity for implementations, including supervision of child care institutions, re-integration processes, and overseeing standards of Child Care Institutions.

- Child care institutions were supported to streamline their work against national guidelines under the Alternative Care framework, and re-conceptualise their role as transitional centres rather than permanent homes.

- We supported peer groups to facilitate behaviour change and support recovery for people struggling with alcohol (Alcoholics Anonymous groups), and provide a platform for empowering members with parenting and livelihoods improvement skills.

- Economic strengthening and financial literacy must go hand in hand to sustain household stability and economic growth. TPO Uganda provided cash transfers for the poorest households, group savings and investment in IGAs for low income homes. At every stage there was financial literacy to enable people use their finances optimally.

- Child Headed Households and other youth were enrolled for vocational training by TPO Uganda to acquire skills in marketable trades that can help them earn a steady income to support their families.

- Para-social workers, community-based organisations and local government ‘team around the child’ (TAC) ensuring that children being returned to their communities are supported to re-integrate successfully.
RESULTS:

- **273** children reunited with their families.
- **UGX 22 million+** saved by 15 VSLA groups.
- **25** youth have graduated in Kasese and Kabarole from vocational training programs.
- **327** vulnerable households in Kabale, Kasese and Kabarole received cash transfers.
- **25** Para-social workers trained and are now working with the project to trace and support re-unified children and households.
**Getting buy-in for deinstitutionalisation**

“At first many stakeholders thought that de-institutionalisation is something that cannot work out. The project worked with us to review the Child Care Institutions (CCI) operations and help them align to government regulations. Many of them had to reapply for their licenses and ensure the standards were in line. We have seen many children return to their homes and the mindset of managers of CCIs has changed. They earlier thought that as long as a child has been taken to the Child Care Institutions, it turns out to be their home; they are now for the first time looking at their institutions as transitional centres.”

Steven Kitanywa, Senior Probation and Welfare Officer, Kasese district

**Combining AA groups with financial education and parenting skills**

AA provides structure, optimises group support and learning to unravel the consequences of alcoholism. Change is supported by those with similar experiences. Beyond the addiction, is the reward of better parenting, improved finances and livelihoods as these are all interconnected. TPO supported AA groups, tackled livelihood improvement and passed on parenting skills for a more comprehensive outcome.

**Biira buys a door**

Twenty-two-year-old Biira is a mother of five. Biira and her family were identified by their community as a ‘destitute’ household.

“We struggled to have one meal a day, school fees for these children was a challenge and they wore rags. This house did not have a single door. When TPO helped us, we were taught how to manage the money we received. I started off with chicken which I would buy from the community and sell on market day. I have been able to save UGX 190,000 out of this business. In coffee seasons, I buy coffee berries and sell them when they are ready. I switch back to chicken when the coffee season is over. I used part of my profit to buy one wooden door for our home. We can now afford two meals a day.”

**“The children thought we didn’t like them”**

**Institutional Reform at Christalis Inc. Uganda**

“Previously we followed our own policies, our documentation was not detailed, counselling was not done well and most of the children thought we did not like them. TPO Uganda helped us improve the reintegration process right from pre-integration visits in the community and assessment of the families that will receive the children, to follow-ups. We didn’t have child protection and resettlement policies in place and TPO Uganda helped us develop these. All Christalis Inc processes are in line with government policy for child care institutions.”

- Evelyn Happy, Social Worker, Christalis Inc, Kasese district

“For so many years I tried to reduce drinking alcohol but it was not easy. I prayed to God to help me. TPO’s intervention was the answer to my prayer, I had never thought of group support to help me reduce drinking.”

- Oliver Katusabe, 34 years, mother of 8, Kabarole district
Gender Based Violence is an expression of unequal power relations between men and women. GBV is fuelled by cultural and social norms that put women at risk of physical, sexual, and psychological abuse. TPO Uganda is active on the GBV referral pathway, raising awareness on GBV, facilitating survivors’ access to justice, livelihoods support, psychosocial and healthcare services. To complete the cycle of service we sensitised and equipped communities, institutions, and law enforcement officials to reduce tolerance to GBV.

As a result of our work in 2016, almost 3,600 survivors received psychosocial support, cognitive behaviour therapy, corrective surgery (FGM survivors), and GBV awareness.

What worked: Raising awareness, healing scars

- Dialogues were conducted to address the political, cultural, and socio economic factors that make girls and women vulnerable to abuse.
- TPO Uganda facilitated access to corrective surgery for FGM survivors, specialised mental health and psychosocial support.
- We worked with community based groups to form civic platforms to document, monitor and report any incidents of violence against women and girls to their duty bearers.
RESULTS:

52 survivors of female genital mutilation facilitated to get advanced treatment and/or corrective surgery.

64 war victims supported to access rehabilitative surgical and medical services.

1,769 community members sensitised on GBV, trauma, how and where to get the mental health, psychosocial support and legal services.

433 community members taught about the harmful effects of female genital mutilation.

72 survivors of gender-based violence received assertiveness training.

6 civic platforms trained on GBV prevention and are taking lead in raising awareness in their community.

1,620 girls and women participated in cognitive behaviour therapy sessions.

New beginnings for girls: Integrate psychosocial support with lifeskills

While TPO Uganda’s focus was on psychosocial support, we empowered survivors of violence, particularly those in refugee conditions, with training in life skills, reproductive health, leadership, parenting and livelihoods.

Partners: UN Women, UNFPA, ICC, Comic Relief, UNICEF
In the first quarter of 2016, UNHCR estimated that 5,000 refugees crossed the South Sudan border into Northern Uganda joining the 172,000 South Sudanese refugees who had arrived earlier since 2013. We focused on increasing access to mental health and psychosocial support services for the most affected including refugees, disaster survivors and internally displaced persons. Our approach combined clinical therapy, community sensitisation, home-based care for mental health patients and skill strengthening for health workers.

“"The children who participated in the animation therapy sessions are more peaceful with others. Their self-worth improved and they are doing better at school."”

- Head of Ayillo 1 Child Friendly Space, Adjumani district

We reached over 24,000 people with psychosocial support services.

War victims helped to get specialised treatment for post-trauma conditions such as cervical cancer, bomb splinters, amputation and severe psychosis.
RESULTS:

What worked: Support, stabilise and strengthen

83 children and young people treated for post-traumatic stress and other mental disorders.

64 children in Kiryandongo and Adjumani received clinical therapy.

50 children who had experienced or were at risk of violence, including female genital mutilation and child marriage, screened for mental health issues and referred for care.

10,889 children participated in activities at child friendly spaces. These are safe places within a disaster-affected community where children are helped to recover from trauma through play and structured learning activities.

8,570 household visits made to follow up mental health patients’ sessions.

671 caregivers trained to support households in need of psychosocial support.


Pioneering Animation Therapy: Saving lives with art and technology

TPO Uganda utilised an innovative intervention, animation therapy. Using computer animation, over 400 children were helped to deal with mental distress. After the therapy, social workers at the child friendly spaces observed that the children were more creative, active and happy. The children’s self-worth improved, they did better at school and related well with other children.
Despite better HIV and AIDS prevention and treatment options, 28,000 Ugandans still die annually from AIDS-related complications (UNAIDS, 2015). That statistic represents many fathers and mothers who are no longer present to take care of their children. TPO Uganda works to strengthen the ability of AIDS orphans and their families to cope and thrive. In addition, TPO Uganda builds the skills of para-social workers in child protection and psychosocial support for OVC households. We are especially concerned about girl mothers, youth, children vulnerable to abuse and those heading households or looking after sick relatives.

In 2016 we supported orphans to go to school, increased access to socio-economic support for orphan-headed households and worked to reduce discrimination against people living with HIV. Most importantly, we focused on increasing access to prevention services such as voluntary counselling and testing, in addition to creating awareness about risky behaviour that can lead to infection.
RESULTS:

What worked: Strengthening the capacity of AIDS orphans and their families to thrive

209 new para-social workers were trained in child protection, psychosocial support and HIV/AIDS.

1,004 caregivers received refresher training in HIV and AIDS-related psychosocial support.

Well trained para-social workers are allies for child protection, reintegration of children, provision of psychosocial support and health education including HIV and AIDS prevention.

“We worked with child clubs on journey of life (art therapy), trainings on parenting skills including how to identify a child with problems, how to communicate and mediate with children and where parents need to run in case they cannot handle their children’s challenges. In everything we teach families to ‘do no harm’ to the child.” – Nzerebende Wisley, Chairperson para social workers
Disasters are unpredictable and when they strike a trail of damage and scarcity is left behind. But what if households and communities were able to respond quickly to socioeconomic shocks? If we invested in sustainable practices that have the potential to mitigate the effects of climate change, outcomes would be different. We would have more resilient communities that remain productive and self-sustaining in the face of turbulence. TPO Uganda invested in sustainable practices in Katakwi district, that empowered communities to mitigate the effects of disasters caused by climate change. This allowed communities to remain productive and self-sustaining and self-sustaining in times of crisis.

We strengthened the resilience of communities using three key approaches: We promoted disaster risk reduction to reduce the damage caused by natural hazards; established community-managed early warning systems; and helped improve food security and livelihoods.

*We set up and trained 10 disaster risk reduction committees to report disasters and share disaster reduction skills with community members.*
RESULTS:
What worked: Engraining prevention, reducing damage

3 villages in Katakwi district made a declaration against environmental degradation and submitted it to the local council for approval.

3 wetlands demarcated to avoid further encroachment and degradation.

2 woodlots planted to conserve the environment.

Partners: Dan Church Aid, German International Cooperation

OPPORTUNITIES WATCH

Going green: Adapting to new realities
New environmental challenges require new interventions. TPO Uganda embraces innovative practices that help communities preserve their natural resources. We trained 50 farmers in Katakwi district in green management technologies aimed at preventing soil erosion, restoring soil fertility and retaining soil moisture. We believe that conservation agriculture is just one of the ways the communities we work with can safeguard their livelihoods not just today, but in an uncertain future.
Food security & Livelihoods

Food security is critical for the wellbeing and development of families and communities. Yet not everyone has access to sufficient and nutritious food. According to the Feed the Future initiative, only 10% of Ugandan children between 6 and 23 months old have a proper diet, and bad nutrition contributes to 60% of deaths among children under 5. For us, that meant urgently addressing the problems of production and access to markets and income, particularly among vulnerable households. Our activities in 2016 aimed at boosting agricultural production, food security, increasing access to finance, trading in local markets and supporting micro-enterprises.

We helped create **150 savings groups** which, together, saved **UGX 73,203,850**
### RESULTS:

**What worked:**

- **300** people trained in modern agricultural practices that will lead to better yields.
- **300** child-headed households received materials to help them grow their own food. They also received training in food preparation and preservation.
- **327** destitute households supported with cash transfers to enable them meet their basic needs and start their livelihoods improvement process.
- **12** bags of maize and **200** kgs of sim-sim harvested by young farmers trained through the Farmer Field Life Schools (JFFLS) in Adjumani.

**Partners:** USAID, Plan International, Dan Church Aid, Comic Relief

<table>
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<tr>
<th>112 community members in western Uganda taught good nutrition practices.</th>
<th>30 youths trained to produce high quality hot pepper and onions for sale.</th>
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<tr>
<td>446 youths from vulnerable households enrolled on apprenticeship programmes to help them acquire vocational skills.</td>
<td>60 women helped to start income generating activities that secure their livelihoods.</td>
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<td>500 households trained to manage money.</td>
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"The village savings and loan association has boosted my cassava business and I am able to support myself economically."
- **Uma Constaino**

"At the beginning of the year, I planted some cow peas I had received from TPO Uganda. The seeds resulted into a great harvest of one bag and four basins. I called the cow pea seeds ‘miraculous’ because of how big the harvest was. I sold only four basins and used the money to buy a bicycle which the child (orphan) I look after uses to get to school. I used part of the money to pay his school fees and we are using the rest of the peas for food at home."
- **Lillian Akite**
Promise Efficiency:

The people we serve are counting on us to be transparent, accountable, and passionate about our work. We owe it to these people to build a strong institution that delivers on our promise to empower them to bring about the change they need.

Evaluating Progress and Performance:
We conducted an evaluation of all our programmes and interventions for the last 5 years. The evaluation enabled us assess and account for the impact of our interventions. We sought to align our project interventions with the strategic plan in order to achieve the most beneficial outcomes in the new programme cycle. Key activities included standardisation of procedures, human resource strengthening, strategic planning, development of a communication policy and establishment of new partnerships.

Programme policies for all thematic areas were revised to enable the standardisation of our activities. We assessed our internal management and governance structure and worked with a team of consultants to bring our management systems to acceptable standards of good corporate governance. We participated in a comprehensive Organisational Capacity Assessment Instrument (HOCAI) exercise conducted by the Catholic Relief Services’ regional office in Nairobi. The exercise is designed to help organisations analyse their strengths and challenges and improve their functioning. The overall results reflected positively on how TPO is managed.
Strategic planning:
We reviewed our strategic plan focusing on how our processes of operation enable the delivery of quality programmes that are sustainable. Basing on this evaluation and global trends, viable areas of focus for the next five years were developed into a new strategic plan which will be shared in 2017.

Efficient Accounting Systems:
Ensuring timely delivery of services is critical in achieving our outcomes. In 2016 we upgraded our accounting software (SAGE PASTEL) and linked the entire system with our district offices. We established three new regional transaction processing centres in Mbarara, Amudat and Adjumani districts.

Human resource development:
We invest in team growth in order to deliver services with excellence.
Key outputs:
New board members were recruited and inducted.

Communication and visibility:
A new communication policy was developed to grow the TPO brand.
We revamped our website for a more user-friendly experience for our visitors.

Partnerships:
New projects and partnerships:
UN Women – TPO is the only non-women organisation being funded by UN Women; Dan Church Aid ECHO.
A new legal firm was contracted, and this has expedited handling of legal matters.

Human Resource and facility management policies were reviewed and updated for greater operational efficiency.
An orientation workshop for old staff members and induction for the new staff were held to promote teamwork, excellence and effective change management.

Management and Human Resource trainings on leadership, accountability tools and performance management were conducted.
Research and Development

We are keen on accurate approaches, keeping track of interventions and learning from our results.

In order to achieve the change we hope for we must align our activities to our desired outcomes. This means all our programme staff have to keep up with contemporary, partner specific data management tools and processes.

Data collection:

Key Activities:

- Documentation requirements for all projects reviewed and staff oriented on planning, budgeting, implementation and reporting procedures per donor requirements.

- Monitoring visits to assess data collection progress and gaps carried out for all project sites. Field officers coached on how to decipher project results and indicators, align project activities to intended outcomes and use the right tools to achieve project objectives.

- Working with partner organisations, donors, expert consultants and TPO Uganda senior and specialist staff. We developed specific data collection tools for each project and oriented teams on their use. It is important that the peculiarities of each intervention are well captured thus the need for project specific data collection schedules.
Data Storage: Databases were also designed per project and staff are actively using these to manage their information.

The Mobile Pilot
When you work in hard-to-reach places, often far apart; managing and sharing data is a special challenge. Mobile technology may be our next step to getting information in a timely fashion from the field. We piloted two applications that run on portable mobile devices (tablets). The Magpi application was piloted in Amudat and Yumbe under the Unicef and UN Women projects respectively, while the Java Script application was used in Gulu, Kiryandongo and Adjumani. Preliminary reports, staff experiences, cost comparisons indicate preference for the Java Script application.

Reporting
We are always learning and improving how we report our impact. Key activities included work planning that caters to documentation, stories of change and translating finances from figures to narrative to increase our accountability.

Research and Evaluation in 2016:

**Comic Relief**
- Animation therapy study under Comic relief in Kiryandongo and Adjumani.
- Comic relief midterm evaluation in Kiryandongo and Adjumani.
- Comic Relief End-of-Project evaluation in Kiryandongo and Adjumani.

**Danish Church Aid**
- BRISK-DCA Baseline evaluation in Amudat.

**UN Women**
- Gender Based violence Rapid assessment under UN Women in Adjumani.

**Documentation of Stories of Change**
- Under the BRISK-DCA project in Amudat.
We would never be able to touch lives, empower people and change their futures without your support. TPO Uganda salutes its partners that have entrusted us with funds and resources to reach thousands of vulnerable families, children and youth.

### Funders List 2016:

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<th>Funding Partner</th>
<th>Title</th>
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<tr>
<td>Danish Church Aid</td>
<td>Building Resilience in Southern Karamoja. (BRISK).</td>
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<tr>
<td>Grand Challenges Canada</td>
<td>Mental Health Beyond Facilities (mhBeF) in Lira</td>
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<td>--------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>CORDAID</td>
<td>Improved Integrated Catchment Management for Increased Community Resilience.</td>
</tr>
<tr>
<td>ECHO through Catholic Organisation for Relief and Development Aid (CORDAID)</td>
<td>Protection and psychosocial support to South Sudanese refugee women and children, living in camps in northern Uganda.</td>
</tr>
<tr>
<td>Comic Relief through War Child UK</td>
<td>Protecting South Sudanese refugee children in Uganda through building family resilience.</td>
</tr>
<tr>
<td>UN Women</td>
<td>Psychosocial and mental health interventions for women and girl survivors of GBV in Adjumani and Yumbe.</td>
</tr>
<tr>
<td>OAK Foundation</td>
<td>Support to the Strengthening of a National Child Protection system</td>
</tr>
<tr>
<td>Trust Fund for Victims (ICC)</td>
<td>Integrated Physical and Psychological Rehabilitation Assistance for War Victims in Northern Uganda.</td>
</tr>
</tbody>
</table>
Financial Highlights:

**Investments & Accountability**

The funds we are entrusted with change lives. We keep this at the forefront of our financial planning, accountability and management. Our goal is to maximise what we have to equip more households to transform their destinies.

<table>
<thead>
<tr>
<th>DONOR</th>
<th>SECTOR OF INTERVENTION</th>
<th>LOCATION</th>
<th>2016 Budget (USD)</th>
<th>2016 Actual Expenditure (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CORDAID GIZ</td>
<td>CLIMATE ADAPTATION/DISASTER RISK REDUCTION</td>
<td>KATAKWI</td>
<td>41,273</td>
<td>39,976</td>
</tr>
<tr>
<td>WAR CHILD UK through COMIC RELIEF</td>
<td>EMERGENCY RESPONSE</td>
<td>ADJUMANI / KIRYADONGO</td>
<td>266,178</td>
<td>298,657</td>
</tr>
<tr>
<td>DANCHURCH AID</td>
<td>HIV/AIDS AND GENDER BASED VIOLENCE</td>
<td>AMUDAT</td>
<td>40,849</td>
<td>40,067</td>
</tr>
<tr>
<td>GENERAL INCOME</td>
<td>COST SHARE</td>
<td>KAMPALA</td>
<td>109,026</td>
<td>90,855</td>
</tr>
<tr>
<td>OAK FOUNDATION</td>
<td>NATIONAL CHILD PROTECTION SYSTEMS STRENGTHENING</td>
<td>KAMPALA</td>
<td>164,011</td>
<td>218,162</td>
</tr>
<tr>
<td>PLAN INTERNATIONAL CHILD-HEADED HOUSEHOLDS</td>
<td>CHILD PROTECTION</td>
<td>LIRA</td>
<td>67,608</td>
<td>41,531</td>
</tr>
<tr>
<td>PLAN INTERNATIONAL LIVELIHOOD</td>
<td>YOUTH LIVELIHOOD</td>
<td>LIRA</td>
<td>179,288</td>
<td>172,371</td>
</tr>
<tr>
<td>INTERNATIONAL CRIMINAL COURT through Trust Fund for Victims</td>
<td>MENTAL HEALTH</td>
<td>GULU</td>
<td>80,292</td>
<td>48,233</td>
</tr>
<tr>
<td>UGANDA FUND</td>
<td>CHILD PROTECTION</td>
<td>GULU</td>
<td>29,673</td>
<td>28,311</td>
</tr>
<tr>
<td>UNFPA</td>
<td>GENDER BASED VIOLENCE</td>
<td>AMUDAT</td>
<td>14,682</td>
<td>11,674</td>
</tr>
<tr>
<td>UNICEF/ADJUM</td>
<td>REFUGEE SETTLEMENT &amp; REDUCTION OF FGM</td>
<td>ADJUMANI / YUMBE/KIRYADONGO</td>
<td>462,606</td>
<td>474,600</td>
</tr>
<tr>
<td>UN WOMEN</td>
<td>PSYCHOSOCIAL SUPPORT TO GENDER BASED VIOLENCE SURVIVORS</td>
<td>ADJUMANI / YUMBE/KIRYADONGO</td>
<td>81,177</td>
<td>81,186</td>
</tr>
<tr>
<td>DCOF through Child Fund International</td>
<td>DEINSTITUTIONALISATION OF CHILDREN</td>
<td>KABAROLE</td>
<td>101,504</td>
<td>99,888</td>
</tr>
<tr>
<td>USAID/SCORE</td>
<td></td>
<td>MBARARA</td>
<td>28,130</td>
<td>60,406</td>
</tr>
<tr>
<td>USAID/SOCY</td>
<td>CHILD PROTECTION EARLY CHILDHOOD CENTRES SOCIO-ECONOMIC</td>
<td>MBARARA</td>
<td>401,336</td>
<td>368,874</td>
</tr>
<tr>
<td><strong>TOTAL (USD)</strong></td>
<td></td>
<td></td>
<td><strong>2,067,634</strong></td>
<td><strong>2,074,790</strong></td>
</tr>
</tbody>
</table>
2016 ACTUAL EXPENDITURE SUMMARY (USD)

2016 ACTUAL TOTAL EXPENDITURE (USD): 2,074,790

- Staff costs: $383,024
- Office operational costs: $605,925
- Direct Program costs: $1,085,841
Board Members

Top row from left
Board Chair Timothy Lubanga is a Social Protection Specialist and Assistant Commissioner for monitoring and Evaluation in the Office of the Prime Minister, Uganda.

Dr. Alex M. Muganzi, Public health expert, head of the Outreach Department at the Infectious Diseases Institute (IDI), Makerere University. Represents the entire African continent on the International AIDS Society (IAS) Governing Council/Board.

Centre row from left
Board Secretary Patrick Onyango Mangen, Country Director TPO Uganda.

Sheila Marunga Coutinho, Development Management Specialist.

Bottom row from left

Jimmy Onesmus Adiga is a career banker with over 16 years of experience in Microfinance, Institutional Finance, Small to Medium Enterprises.

Henry G.K. Nyakoojo, diplomat and Advisor to to the Trade Capacity Enhancement Project at the Uganda Ministry of Trade.

Justina K Stroh, is a Development Consultant with 20+ years’ experience in Advocacy, Communication, Gender and Economic Empowerment.
OUR MISSION

TPO Uganda is a rights-based NGO which supports and works with local communities, civil society organisations and government to meet the social protection, psychosocial and mental health needs of vulnerable people.

TPO Uganda, Plot 3271, Kansanga off Ggaba Road, Kampala, Uganda

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