Welcome to our year | 2019

In uncertain times the life path especially for the most vulnerable is increasingly threatened. Yet rather than retreat or despair, we must raise the bar for stronger collaborations, intentional learning, resource shifting to deliver responses that are tailored and resonate right with those we have committed to serve.
Dear Reader,
Welcome to our 2019 annual summary. In a country with more than 41 million people, nearly 80 percent of these below 30 years; we find ourselves at the brink of new opportunities to tackle persistent health including mental health, education, social economic, humanitarian crisis, and climate change risks among others. TPO Uganda has over the years been pushing ourselves with the support of our partners to meet the needs of the people we serve with the fortitude and dignity needed to enable them create their own transformation. As a result, in 2019, the organization was able to hone in on learnings from the community through research, collaborating with other innovators to ably address the interlinked challenges our clients face.

I invite you to this delightful review of how the organization worked to raise the bar at every level through holistic, data driven and integrated mechanisms. Whether it was at a refugee camp ensuring children have a safe space to heal, working with the Ministry of Gender Labour and Social development to implement child protection policies, bringing our mental health and psychosocial expertise to strengthen HIV/AIDS prevention and treatment, promote peasebuilding, Gender Based Violence Response and overall livelihood improvement; the TPO team were relentless.

While we are proud to have surpassed service targets in our program areas, nothing is as rewarding as witnessing the victories of the people whose lives have been changed. You have the opportunity to peak into these stories throughout this publication.

Last year TPO Uganda was entrusted with over $4 million by our donors and development partners, which enabled us reach tens of thousands of impoverished families and individuals that depend on our services for their livelihoods. We thank our funders, partners, the Government of Uganda specifically our line ministries including the Ministry of Gender Labour and Social development, the Prime Minister’s Office and the Ministry of Health. We further thank our promoters, the Country Director and senior management and my colleagues that I serve with on the TPO Uganda Board of Directors for their passion and dedication towards this great organisation. Together we worked to deliver on TPO Uganda’s promise- Restoring Hope, Transforming Lives.

Jimmy Onesmus Adiga,
Board Chair

Dear Reader,
I am pleased to share with you our 2019 Annual Report. We are grateful to have completed the year successfully without any major encumbrances. This was largely due to the invaluable support and commitment of our partners, donors, government, and staff.

As you may recall, in 2018 we set ourselves an overarching goal to improve our operational efficiency, program quality, and accountability. I am happy to report that we have performed relatively well in attaining this goal over the past year and our operational systems are more robust and efficient. In addition, the quality of our services as measured by the level of program effectiveness and satisfaction has increased significantly during the year. In the coming years, program quality and accountability will remain our core focus.

To this end, we reviewed our organogram to incorporate a Deputy Country Director position that is entirely responsible for program quality and ensuring conformity to acceptable global practice and standards. TPO Uganda is an active member of the Core Humanitarian Standard Alliance (CHS), and I am happy to note that last year, our Deputy Country Director, Rehema Kajungu was elected as a member of the CHS global Board of Directors. This has given us first-hand exposure to the accountability standards expected of non-profit organisations.

In the last quarter of this year, we acquired our new home in Munyonyo where we shall relocate to early next year. We also developed our brand manual and rebranded to a more vibrant identity including a new logo and tagline. Our new brand identity is more holistic, community centred, and futuristic. I have no doubt that it will propel us to even greater heights in the coming years.

Thank you again to all our partners, staff, management, and the Board for your steadfast commitment and inspiration towards restoring hope, and transforming lives.

Yours sincerely,

Patrick Onyango Mangen,
Country Director
About us

We are 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. Our vision of the world is one where communities enjoy mental health and socio-economic wellbeing.

Our core values are professionalism, transparency, gender and cultural sensitivity, innovation and compassion.

Clients in the center, community approaches

204,778+ reached with services.

34 districts 07 Regions

18 Projects 26+ Years

38% Male 78,589
62% Female 126,189

Our interventions are delivered through a community based approach combining direct service delivery and capacity strengthening of community structures to attain the necessary skills and competence to drive social change and service delivery.

Programs

- Mental health and psychosocial support (MHPSS)
- Child Protection
- Food Security and Livelihoods
- Prevention of HIV and AIDS
- Prevention and response to Gender Based Violence
- Disaster Risk Reduction and Emergency Response (DRR/ER)
- Peace building

36 Districts
7 Regions
Key Activities included:

Breaking Barriers
Strengthening Mental Health and Psychosocial Support responses

In Uganda, the 91% treatment gap for mental illness is worsened by limited personnel, low supply of medicine stock and a wider community that stigmatises and those affected. TPO Uganda sought to raise the bar for improved service standards and quality at structural (coordination) and delivery (community) levels. We maintained the mark in systems strengthening for adequate MHPSS services through delivering trainings to service providers and community leaders. We were proud to invest in consolidating our internal MHPSS delivery protocols including producing a research-based service manual that standardises MHPSS practices within the organisation. This was further attained through a systematic reorganisation of our teams to deliver quality services. In 2019, we recruited an MHPSS supervisor based at headquarters with a convergence role for all clinical teams and processes. At every point of growth TPO Uganda worked with the communities we serve to ensure client centered services.

The best possible quality of life, is our dream for everyone especially those that are challenged by the shadows and stigma of mental illness. Yet access and utilisation of mental health and psychosocial support services remains a challenge in Sub-Saharan Africa.

86% of all pre and post assessment results from beneficiaries enrolled into the CBT groups demonstrated improvements in social functioning.

MHPSS awareness raising, psychoeducation, building the capacity of MHPSS service providers. Psychological First Aid (PFA), individual and group therapy mostly through Cognitive Behavioural Therapy (CBT), home based care and family support through home visits, case management and referrals for additional services.
Reach

98,612

43,216 males
55,396 females

including refugees; child survivors of all forms of violence, survivors of sexual and gender-based violence received MHPSS services

86% of clients that sought MHPSS services demonstrated improvements in social functioning (able to go about their normal duties and responsibilities)

67% of these were refugees and 33% were nationals.

1,066 members of other CSOs or care providers supported to deliver quality MHPSS services to target populations in their niche areas.

961 MHPSS therapy groups formed.

Bright spots, approaches that worked:

Bridging the MHPSS access and utilization gap through crisis response teams (CRTs)

Service availability does not equal to service use. Through our work, we learnt that majority of these gaps are a combination of limited personnel, skills and tools such as screening forms. Thus, in the settlements, we scaled up task sharing as an approach to increase access and utilization for MHPSS services in emergency settings. The Crisis Response Teams (CRT) is one of such structures that TPO Uganda trained in case management, identification and referrals. They comprise community leaders such as refugee welfare committee members, cluster level leaders, and village secretaries. They are trusted by community members which made referrals easier. They also support translating for social workers during client interviews and mobilize community participants for activities. In the face of a limited clinical and social worker team, CRT’s contributed to improved efficiency and turnaround time on cases right from reporting, referrals to case closure.

Collaborating to win

Mental Health and Psychosocial support interventions do not occur in a vacuum and collaborating with other actors was key to leverage holistic services for our clients. Key partners included health facilities from the target communities, the community based services departments, partner agencies like Alight, Humanity and Inclusion, War Child Holland, International Rescue Committee (IRC), Lutheran World Federation (LWF), Save the Children and Good Neighbours among others. In addition, as part of our advocacy efforts, TPO is an active member of the national and global MHPSS working group including WHO and Ministry of Health mental health department. In addition, we were vigilant in sector meetings at the field and national level including chairing the mental health working group meetings at national level and in Bidi Bidi refugee settlement.

“After the trainings, we started to go out in the zones for people to know us and understand the support we could offer. We attained this by introducing ourselves at community meetings, water points and at food distribution points. This made it easy for us to start talking to community members about MHPSS symptoms and service points. Most people here associate MHPSS needs with witchcraft. We explained these using examples of behavioral and mood changes, self-withdrawal of people who previously enjoyed being with people, poor sleep patterns, amnesia and flashbacks of past traumatic experiences among others. We refer such cases to TPO Uganda for specialized support.”

Crisis Refugee Team members, Bidi bidi zone 1
In Adjumani and Yumbe, TPO Uganda with the support of Book Aid International stocked Child Friendly Spaces (CFS) with books and learning materials like charts. These are useful at child friendly spaces in refugee settlements where children spend critical time learning, receiving psychosocial and health services in addition to structured play. Prior to equipping these spaces with reading materials, child friendly spaces had become routine playgrounds for children. As such, they lost out on learning. However, TPO social workers in Bidi Bidi settlement realized the CFS had become routine playgrounds with children especially those who had been at the camp for a significant time losing out on education. Book Aid International’s donation enabled us to reintroduce after school learning. TPO social workers and animators used the books to provide, in addition to structured play sessions, reading and learning support for the children. The children are thriving and their school performance has improved.

Scovia is 18 years, lives with her mother and six siblings. She and her brother live with albinism. When their dad left, her mother could hardly feed the family.

“I grew up thinking I was abnormal and different from the others because that is what everyone in my community said, and my father told me the same before abandoning us. I was so used to rejection in my life that by the time TPO(SO CY project) came to me, I did not believe that their things[interventions] were real. So I first rejected their offer,” says Scovia.

The TPO staff did not give up and soon Scovia agreed to join the initiative. For a year she received psychosocial counseling, was taught budgeting, saving, planning, business management, and craft making which was her favorite. Today Scovia has her own basket, she earns an average of UGX 50,000 every week. Scovia’s next goal is to expand her business from her small home, to a rented space.

“I thank God for the people who reached out to the ‘black sheep’ of my community to help me. My family and I are no longer poor because we can earn money from the crafts,” Scovia
Key Activities included:

Supported systems strengthening interventions at national and local government levels such as trainings, coordination workshops, learning and reflection spaces. We also delivered activities under selected INSPIRE strategies including positive parenting, economic support, norms change and cognitive behavioural therapy geared towards enhancing the wellbeing and protection of children.

Every person, community, institution and government has a duty to assure children are protected from all forms of abuse and enjoy their full rights. Cognizant of the growing evidence on effective child protection we increased our effort in operational research combining community-level expertise and institutional research capability to support Ministry of Gender Labour and Social development coordination and service delivery structures at national and district level.

In addition TPO Uganda identified and actively engaged in global spaces such as the first INSPIRE Jamboree to link our community evidence-based practices around what works to address drivers and risk factors for violence against children. We lobbied and strengthened financing and technical support for effective delivery of coordination mandates by the national level Child Protection Working Group and the Multi-Sectoral Working Group. This also included rolling out the child safeguarding mechanisms through training child protection partners, commissioning design of the early warning system to increase precision, and detection of risk and vulnerability factors to prevent violence against children TPO Uganda in addition partnered with the Ministry of Gender Labour and Social development to deliver the annual national learning event on child protection. At community level, we streamlined implementation of selected INSPIRE strategies including parenting and caregiver support, response and support services, social norms and values change, income and economic support as well as safe environments targeting orphans and vulnerable children living with and or affected by HIV/AIDS in Central and South Western Uganda, refugee children in West Nile and children in contexts emerging out of conflict in Northern Uganda.

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90% of girls and boys who accessed services and participated in activities at TPO Uganda child friendly spaces reported feeling safe and protected in their communities.

Protecting Children

Catalyzing the realization of full rights for every child
Reach

115,781
53,842 (46.5%) males and 61,939 (53.5%) females received child protection interventions aimed at preventing child violence, exploitation and abuse.

75,583
14,361 males and 61,222 females) parents and caregivers were trained in positive parenting and child rearing skills.

75,714
30,746 of girls and 44,968 boys received appropriate support to recover (CP case management).

100 life skills and adolescent groups formed and supported.

Bright spots, approaches that worked:

Research and evidence building:
This included commissioning institutional research on early warning systems aimed at strengthening prevention of violence against children. We also continued to offer technical support for the Ministry of Gender Labour and Social development to increase uptake of the violence against children survey findings.

Community-based structure strengthening:
These entailed capacity strengthening for community support structures including the District and Sub-County Orphans and Vulnerable Children’s Coordination Committees through jointly working with community leaders.

Parenting and caregiver support:
Major activities targeted caregivers with the aim of strengthening their parenting skills, addressing household and community level drivers of violence against children as well as building trust and relationship outcomes for the safety of children.

Case management:
Provided services to address new and other existing cases of protection for children. Identification and recording of cases, reporting and follow up of especially existing cases, providing financial support to effect referrals and linking beneficiaries to a range of other services.

Partnerships and systems strengthening:
These were implemented at global, national and community levels such as with the child protection working group, humanitarian child protection working group, the district/sub-county orphans and vulnerable children coordination committees through district and community levels. They served as spaces to enhance learning, mentorship and coordination.

89% of trained child protection duty bearers demonstrated increased knowledge on child protection and safeguarding concepts.

90% of children who were assessed from the child friendly spaces and schools reported feeling safe and protected in their communities.

77% of the children who were assessed attested to having improved relationships with their family members.

71% of children who were assessed reported being confident to talk about violence with their parents and/or care givers.

92% of the parents and caregivers who participated in the parenting sessions demonstrated increases knowledge in positive parenting skills.

89% of the parents and caregivers assessed through the home visits demonstrated execution of positive parenting skills.
Dream Girl
Goretti Nasejje, Mityana district

Growing up, things hadn’t been easy for Goretti, she was abandoned by her parents. Even though she had a caregiver who loved and encouraged her, Goretti dropped out of school. The teenager was determined to find another path. TPO trained Parasocial workers brought together other people in the community who cared for Goretti and made an empowerment plan. A special social worker from TPO supported through the USAID | SOCY project pursued Goretti and once the resistance to change reduced, Goretti listened. For the first time Goretti verbalized her own dream to become a mid-wife. Goretti was introduced to DREAMS (Determined, Resilient, Empowered, AIDS-free, Mentored and Safe) project where she learnt about dangers of teenage pregnancies, child marriage, HIV/AIDS, and the benefits of finishing education before marriage. The other dream girls stories helped Goretti decide to work towards a better future. She is back in school and has set her bar for success very high.

Empowerment Stage

At community level, we streamlined implementation of selected INSPIRE strategies including parenting and caregiver support, response and support services, social norms and values change, income and economic support as well as safe environments targeting orphans and vulnerable children.
Thriving Fully

Integrating food security and livelihoods support across change initiatives

People’s lives do not play out in silos, we believe programs intended to enable them uplift themselves from challenges need to be integrated effectively.

Across all our interventions for orphans and other vulnerable children, refugees and survivors of violence, TPO Uganda more than ever before expanded socio-economic empowerment as a key component to uphold other positive changes including psychosocial improvements. For the small holder farmers in North Eastern Uganda, these interventions helped to address major challenges around production, household nutrition, and income. The livelihoods activities also boosted agricultural production, jumpstarted local market activities and supported micro-enterprise initiatives.

Key Activities included:

Business skills trainings in selection of income generation activities, planning and marketing, financial literacy and value chain development; provision of start-up grants/capital, apprenticeship, agribusiness and extension services, savings and loan association were implemented.
Reach

90,634 households received socio-economic empowerment interventions.

UGX. 527,519,000 estimated total saved by 5052 SILC and VSLA groups with a total membership of 102,304.

5,052 Farmer Field School groups formed and supported

More than half, 54% of the households supported engaged in alternative and gainful livelihoods; of which 69% reported an improvement in their household income.

7,275 households trained and participating in Agri-business interventions including bulk marketing.

Bright spots, approaches that worked:

**Loans and savings schemes:**
Empowering low income households and individuals especially women to form saving groups, borrow from their group funds and invest in their own welfare improvement was a game changer for people that were struggling by themselves, without community support.

**Agriculture and food security:**
Exposure to more effective agronomic practices including using the right seeds, planting at the right time, harvesting, storing enough food, and selling the extra amounts they had improved the wellbeing of families.

**Microfinance:**
TPO worked with families that had mastered financial management tap into additional resources to help them access finances to expand their income generating initiatives.

54% households reported engaging in gainful activities and having better access to markets and financial services.

69% households reported improved family incomes.
Vibrant, savings Star, well organized home, group motivator are some of the ways people describe Vanis these days. It was not always so.

People had told Vanis and her family to save money, but Vanis thought their earnings were so meager, it would never happen. Besides, she would never trust outsiders with her money and going to any financial institution for advice wasn’t something Vanis thought possible. The TPO social worker through the USAID SOCY project told Vanis and her neighbors that they could take control of their finances. The social worker linked Vanis to a financial literacy session where she learnt about how savings and lending groups work among other topics. This was the beginning of her victory. The group rules and ability to save a small amount at a time is what convinced Vanis to join a savings and lending group. Vanis started with a box of silver fish, sold it in the market and earned enough for her first saving amount. She then borrowed money to increase her produce, returned it and saved even more. After several cycles her money increased and each time the group shared their profit. Vanis invested in her business, paid school fees and made home improvements. Vanis and her family are almost unrecognizable. They built a new house with a water tank and a strong roof, and started a backyard garden for nutritious vegetables. She learnt about a balanced diet at the group as well. Vanis’ children are doing well and have all their school needs met. The family are using everything they have to increase earnings including selling water from their tank to neighbors during droughts. As for her market business, its net worth has more than doubled. For example, Vanis started with 50kg of mud-fish and a box of tomatoes worth 60,000sh per week, today she earns up to 200,000sh every week.

TPO enables families that had mastered financial management to tap into additional resources to help them expand their earnings and as wellbeing.
Facing the unexpected
Disaster Risk Reduction and Emergency response

The unexpected is daunting, and in places like North Eastern, Karamoja and West Nile where disasters are common, the right preparation is critical. TPO Uganda works in these areas which also host refugees and are as such doubly fragile. Our interventions sought to strengthen coping ability and resilience of communities and individuals emerging out of conflict as well as those rebuilding their lives amidst natural disasters.

Majority of the communities we work with in parts of North Eastern, Karamoja and West Nile are disaster prone. Moreover, some of these also host refugees and struggle with increased pressure on existing natural resources such as land and forest cover which are critical for livelihoods. Raising the bar meant strengthening coping ability and resilience of communities and individuals emerging out of conflict as well as those rebuilding their lives amidst natural disasters. We delivered trainings and developed mechanisms to mitigate conflict and the impact of disaster including through disaster risk reduction committees; constructed dams; and enforced early warning systems.

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We also focused on peace building and coordination with various actors to provide services to the beneficiaries and strengthen refugees’ coping mechanisms and resilience. We continued to support child friendly spaces to sustain structured play and support networks for children affected by conflict.

• Worked with the community to establish and train Disaster Risk Reduction committees to support their communities create emergency plans, establish and enforce early warning systems
• Constructed dams and taught targeted beneficiaries better farming practices through the support of our extension workers.
• In emergency areas especially humanitarian settings, we focused on peace building and coordination with various actors to provide services to the beneficiaries and strengthen refugees’ coping mechanisms and resilience. This was mainly through peer support, referrals for critical services, engaging in productive activities including agribusiness.
• We continued to support child friendly spaces to sustain structured play and support networks for children affected by conflict.
• Agribusiness initiatives were promoted for communities in areas stricken by natural disasters as well as environment management activities for small holder farmers in drought stricken areas like Karamoja and other Eastern Uganda districts.
Reach

177,141

110,530 females and 66,611 males
were reached through the various disaster risk reduction and emergency response interventions.

95,504 (59,629 females and 35,875 males) reached with disaster risk reduction activities

81,637 (50,901 females and 30,736 males) were supported through our emergency response and support activities across the projects. These mainly accessed services such as psychological first aid, case management including referrals, family mediations and home based care, linkages for services and sensitizations on positive copying mechanisms.

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82% children assessed from the child friendly spaces reported strengthened coping mechanisms and resilience (including managing conflicts).

30 sub counties were supported to develop mechanisms to mitigate conflicts and impacts of disaster. There is demonstrated capacity to identify, assess and reduce the risks of disaster by dealing with the environmental and other hazards that trigger them over 73,990 (43,778 females and 30,212 males) were oriented on life skills and how to cope with the HIV/AIDS.

1,500 farmers were also trained in good agronomic practices that protect the environment; while under the PULSES project

5,429 (4,057 females and 1,372 males) were also trained in good agronomic practices such as mulching, terracing, fallowing, crop rotation as soil conservation techniques to protect soil nutrients from depreciation.

Bright spots, approaches that worked:

Building knowledge, skills, ability to develop and implement protective actions enables communities to anticipate and prepare for unpredictable weather changes and other outbreaks such as pest attacks, floods, drought and famine among others.

Trainings and community driven discussions and dialogues, enabled communities to reconsider and change traditional social norms that reinforce abuse and vulnerability of particular groups such as women and girls.

Engagement of community structures in project implementation creates an environment of trust and transparency which encourages communities to own and contribute towards the implementation of the project. This in turn ensures ownership of the activities and outcomes.
“I used to go back to my village (place of origin) in despair. Now I can boast that I am a landowner, and I am paying school fees for my children, whom I had failed to look after.”

Sanyu Aida had always wanted to own her own land. For 30 years, she lived in a rural area and things were not changing. When she moved to a town, Sanyu earned only UGX2000 daily. It was difficult. “When I was approached by the social workers to join the program I agreed willingly, since I had no other solution.”

Sanyu underwent a 6-month cottage skills training where she learnt how to make soap, candles, and reusable sanitary pads, in addition to saving and business management skills. She also joined a 25 member savings group where she raised UGX200,000, which she used to start a motel business. Sanyu also sells beverages to students from the nearby university. The earnings from these businesses have enabled Sanyu to buy a piece of land worth UGX500,000.

“I am especially grateful for the training in savings and business management because I used to have difficulty saving. However, since we were taught, it is no longer a challenge,” says Sanyu.

In emergency areas, we focused on peace building and coordination with various actors to provide services to the beneficiaries and strengthen refugees’ coping mechanisms and resilience.
Learning and Adapting

Harnessing community centered development, projects spotlight.

TPO Uganda prides in combining community leadership and evidence to drive our programs and interventions. This requires us to keep our ear to the ground through program implementation to harness key lessons on what is working and how we can do more of this for better outcomes. The following are highlights on community centered work in 2019.

Amudat district struggles with frequent natural disasters that lead to drought and food insecurity. Yet the population depend on farming for subsistence, with women baring the largest responsibility in this work. In addition, Female Genital Mutilation is prevalent especially among the Pokot tribe which make up the largest part of the population.

Targeting both issues, TPO Uganda was intentional in selecting 70% women small holder farmers, including former Female Genital Mutilation (FGM) surgeons and local councilors leaders to participate in the Community Disaster Risk Reduction change activity. They served as community-based monitors and evaluators (CMBE) and members of community disaster reduction committees (CMDRR). The CMBEs and CMDRRs were the first of their kind in the district and specifically in Loro, the target sub-county in Amudat. They comprise a minimum of 15 members each, 8 of whom serve in the structure’s executive roles and the rest as members of the structures. TPO Uganda provided them with trainings in a range of thematic areas including agronomic practices, protection from all forms of violence and disaster risk reduction. Following the trainings, members of the CMBEs and CMDRRs especially the influential persons supported communities to adapt to new practices around agribusiness and protection. Throughout the project we were mindful to collaborate with multiple partners including community structures and civil society.

Spotlight

Partnering with the right influencers to fight disasters and Female Genital Mutilation in Amudat district

Challenge:
Amudat district struggles with frequent natural disasters that lead to drought and food insecurity. Yet the population depend on farming for subsistence, with women baring the largest responsibility in this work. In addition, Female Genital Mutilation is prevalent especially among the Pokot tribe which make up the largest part of the population.

Change:
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Integrating Gender Based Violence activities in more neutral areas of concern provides a safe entry into understanding harmful cultures together with communities and work towards creating common and progressive solutions.

“We the Pokots mainly cultivated sorghum and maize. However, the project helped us to plant different food crops such as beans, simsim and groundnuts. As women, we are the ones responsible for taking care of our families so this helped us to make sure that some of our crops were for sale and others we could keep for food and other crops we could keep for a while when the drought comes to feed our children”. Chepkarial, Loro sub-county Amudat district.

**What we learnt**

- **Mainstream evidence driven advocacy can increase funding for the most vulnerable children.**
  - Local governments have traditionally received some funds for the general welfare of vulnerable children but not for Orphans and Vulnerable Children (OVC) specifically, which makes it difficult for Community Development Officers to follow through OVC child abuse cases. Evidence-based advocacy conducted with local leaders was key in obtaining increased resource allocation for households to tackle OVC vulnerability.
- **Multi-disciplinary team work leverages services and strengthens skills.**
  - To promote layering of services, skill building and unified action on child welfare cases, scheduling joint home visits by Social Workers. Parasocial workers and district teams promoted integration of services and enabled the team to learn from each other to improve their work. In addition working through one key coordinator enabled helped prevent duplication of services among the consortium members and provided an orderly growth process for households.
- **Focus on the custodians to sustain gains**
  - On the ground, the Community Development Officer (CDO) is mandated to handle child protection and welfare at the lowest level. Rather than introduce the project and invite the CDO to review progress, the project engaged CDOs at project inception and provided an orderly growth process for households.
- **Investing in capacity strengthening**
  - Creating a central pool of trainers on case management to foster cascade of national-level trainings to the community level enabled the roll out of new child protection initiatives effectively and quickly at every level.
- **Parasocial workers as an invaluable support workforce**
  - OVC programming especially in rural communities requires significant human resource to address multiple issues and cases arising from vulnerability. Households are sometimes apart requiring para social workers to travel across significant distances to cater to several households. Ongoing mentorship is key in keeping these invaluable foot soldiers ‘motivated and room to adjust caseloads left open.

**What we learnt**

- **Collaborating for holistic outcomes**
  - The USAID Sustainable Outcomes for Children and Youth (SOCY) project.
  - The Sustainable Outcomes for Children and Youth (SOCY) project, funded by USAID was a milestone consortium that brought together unique development organisations including TPO Uganda to offer their strengths together to produce a wholesome and integrated service package for families. The projects purpose was to improve the health, nutrition, education and psychosocial wellbeing of vulnerable children, as well as reduce abuse, exploitation and neglect to these children.

**Challenge:**

The Sustainable Outcomes for Children and Youth (SOCY) project.

**Change:**

Alone, each organization would have tackled a singular challenge yet households are faced with interrelated issues which if not addressed threaten gains. Furthermore the strong community participation and local leadership from project design, implementation through to learning and evaluation fueled community ownership and leadership. The USAID SOCY project reached over 128,677 beneficiaries with needs based services: nutrition, psychosocial, health, child protection, HIV prevention and care, household economic strengthening, emergency care.

**Spotlight**

Collaborating for holistic outcomes

the USAID Sustainable Outcomes for Children and Youth (SOCY) project.

**Partners:**

- USAID Peacebuilding, PULSES and BRISK.
- Emergency response projects included BAI, EVAC, UNHCR, UNWOMEN, SPOT, DCA, CORDAID, GLRA, UNICEF.

**Partners:**

- Catholic Relief Services (CRS), Action for Community Development (ACODEV), African Network for the Prevention & Protection Against Child Abuse & Neglect (ANPPCAN), TPO Uganda.
Spotlight
Inspiring community leadership in ending violence against children, Lira district

“...the manner in which the data [violence against children survey findings] is presented using video animation with children stories translated in the local language shows that the project clearly understood the drivers of violence in Lira and the whole country. Community members easily relate, have built more knowledge on the subject and will continue to be more encouraged to take action using this evidence to protect our children”.
-District Planner, Lira District Local Government

Challenge:
In order for communities to acknowledge what constitutes violence (per Violence Against Children survey, 2015) against children, start designing and implementing effective responses within their cultures. It was critical to validate the findings of the VACs and work together with a pilot community through an innovative approach to prevent and respond to VAC.

Change:
In 2017, TPO Uganda together with the Ministry of Gender, Labor and Social Development co-designed and launched a model project in Lira that would showcase and promote community-led violence prevention initiatives. The project’s overall goal is “National and Community Based VAC initiatives and structures are consolidated and supported to strengthen evidence based responses targeting 12,000 children and their households.” In 2019, the project reached 4,739 (2,361 and 2,378 females) children with violence prevention methods, and over 1,075 parents/caregivers enrolled into parenting groups. These underwent positive parenting training sessions and are increasingly demonstrating positive parenting practices for prevention of sexual abuse, physical and emotional forms of violence against children. This project proved that communities can be empowered and mobilized to take action around violence.

TPO Uganda, in partnership with the Ministry of Gender, Labour and Social Development, implemented a pilot of the INSPIRE Framework in Lira district which provides child rights actors evidence-based strategies to prevent and respond to VAC. In Lira TPO Uganda validated the VACS data for Lira district through a qualitative assessment; collecting community perceptions on VAC and triangulating community actions within the framework of the INSPIRE strategies. Based on the qualitative study findings, we engaged the Ministry of Gender to constitute a Community Reference Group expanded to integrate informal actors like mothers’ union, teachers and youth leaders into the SOVCC. These were equipped with skills and knowledge on the VACS report findings, INSPIRE strategies with a focus on socio norm change, economic support, parenting and caregiver support as well as response.

What we learnt
When schools are hubs of violence, choosing new norms:
From the earlier conducted qualitative study and the national VACs, schools were highlighted as violence hubs. To address this, we targeted 15 schools 5 each in the sub counties of Ogur, Agweng and Adekokwok. Senior women teachers and school management committees were sensitised on the VACS findings, causes and effects of violence on children’s growth and development, and their role in prevention. Moreover, we established children’s parliaments as spaces for children-led violence prevention initiatives. Children took these spaces to voice their needs, opportunities and inspirations around major protection, policy and service delivery issues.

TPO Uganda field staff adopted a multipronged approach; sensitising communities on the Children’s Act and laws prohibiting violence against children while training law enforcement officers on key prevention actions that they can engage in, such as stepping up surveillance on ex-convicts and child molester’s encouraging mandatory reporting. School interventions further offered an opportunity for children who listed emotional abuse and those who had witnessed violence within their households to build peer support networks out of the children’s parliaments, serve as each other’s keepers in the communities and strengthen agency to stand against violence forms perpetrated against them.

Partners: Catholic Relief Services (CRS), Action for Community Development (ACODEV), African Network for the Prevention & Protection Against Child Abuse & Neglect (ANPPCAN), TPO Uganda.
Evidence for Advocacy

Strengthening data driven actions to end Violence Against Children

No.1 Barber
Tarasisio Twinomujuni, Isingiro

"After completing my Primary Seven in 2004, I could not continue my education because there was no school fees and nobody could look after me and my six siblings. -Tarasisio Twinomujuni, Isingiro"

Throughout his childhood Tarasisio had always admired barbers; he wanted to cut hair like they did. When he joined USAID SOCY project activities implemented by TPO he was enrolled into the apprenticeship program for hairstyling. After graduating from the program, Tarasisio was employed by his mentor and paid according to the barbershop's daily returns. Tarasisio also began saving his earnings with Bugongi Youth Group, something he had learned during SOCY trainings.

"The first cycle of saving gave me UGX1.5 million while the second gave me UGX900,000. I bought two banana (matooke) plantations," the twenty-year-old Tarasisio says proudly.

From his small scale businesses, Tarasisio is able to take care of his five siblings. At just 20 years old, Tarasisio owns two plots of land with banana plantations, a hair salon, a piggery project and he also plans to buy a motorcycle to start a taxi business.

"If I was not saving, I could never have got all these. I am thankful for TPO[USAID SOCY project]."
The Uganda Violence Against Children Survey (2015) awakened the nation to the extent of abuses perpetuated against children. TPO Uganda has for more than two decades been on the forefront of the fight against child abuse. In 2019 we continued to provide technical and financial support to the National Child Protection Working Group (NCPWG), at the Ministry of Gender and Social Development to promote the adoption of evidence-based policies and approaches to address violence against children.

**Key Activities**

**Knowledge sharing:** Provided expert knowledge through NCPWG for child protection emerging from lessons, data and experiences in our community work on violence against children.

**Illustrating and sharing research:** Supported dissemination and uptake of the violence against children findings and enhanced ministry participation at community level in this process. This included providing contextualized data on VACS such as picture codes and an animation video which have become widely popular across several districts. Ministry of Gender, Labour and Social Development has now standardized the use of these dissemination packages across the country.

**Learning events:** TPO continued to support momentum for action on violence against children, the Child Protection Working Group, has as such maintained violence prevention a key topic and agenda item for discussions at all bimonthly meetings since the VACS report launch in August 2018. Moreover, the national learning event that was built out of the VACS dissemination process and continually supported by TPO Uganda, convened over 500 participants (including international participants) and provided a platform for further research and learning on child protection.

**Early Warning System on Violence Prevention:** Through reflections from community initiatives and national coordination, child protection actors identified the need to develop an Early Warning System on Violence Prevention. A concept was developed by TPO Uganda and funded by Centre's for Disease Control (CDC Uganda). The EWS tool development process was commissioned in October 2019 jointly by TPO Uganda and Makerere University School of Public Health, Monitoring and Evaluation Technical Teams (METS) coordinated by the Ministry of Gender’s multi-sectoral actors. The EWS is envisioned to enhance the ability of practitioners and caregivers to identify households at heightened risk of violence occurring on children, thus facilitating early detection, prevention and response.

**Up-level**

Positioning TPO Uganda for the next generation of development service
The development landscape in Uganda and other parts of the world is rapidly changing with increasing opportunities for national organisations such as TPO to contribute to lasting change. At the same time the funding basket has shrunk and we are required to innovate faster and optimise the resources available to match the needs of those we serve. In 2019 we worked with precision to strengthen every process, enhance our team capacity and systems to position the organisation for robust service delivery.

**Human resource building**
Over 30 staff capacity building trainings, orientations and project reviews were conducted at field and headquarter levels to refresh their knowledge as well as utilize current trends to empower teams to shape ongoing interventions in their varied locations and projects effectively.

30 Project performance and reflection meetings/workshops were conducted.

Project and intervention specific focal persons participated in more than 39 coordination and advocacy meetings/forums both at the field and national levels where they showcased TPO Uganda’s work, advocated for better service delivery and mobilizes resources for ongoing and future interventions.

The organisation undertook a series of organisation capacity assessments in the year which helped nurture reflective leadership, learning and modification of intervention models, policy reviews for key areas including sexual exploitation and abuse as well as measurement of policy implementation, impact and identifying opportunities for improvement.

**Rejuvenating the TPO Uganda brand**
Over the years we have expanded our services, and our outlook has followed suit in enlarging TPO Uganda. When we started, our focus was on helping communities heal from mental and emotional scars caused by war and armed conflict. More than ever we are aware that the communities we serve are struggling against multiple barriers including mental illness, war trauma, HIV/AIDS, Gender Based Violence (GBV), child abuse and extreme poverty.

In collaboration with our stake holders we conducted a significant analyses on how our clients and partners view us and would want to connect with us as we reach for the next level. Empowerment emerged as a strong theme and we were proud to unveil a fresh logo, taglines, a branding guide that we used to streamline all TPO communication materials and enhance our visibility.

**Capacity Assessments**
TPO Uganda undertook a series of organisation capacity assessments in 2019 including submitting the Core Humanitarian Standards (CHS) audit action plan submitted to the Humanitarian Quality Assurance Initiative (HQAI). We also underwent the Non-U.S. Organisation Pre-Award Survey (NUPAS) assessments for USAID. These processes were critical in driving organisational learning and reflection, systems review and redress of key issues highlighted for improvement and position as a leader.

**Electronic system upgrade**
Data and evidence are central to TPO Uganda work. In 2019 we embarked on developing an electronic monitoring and evaluation system (PROMIS). In addition, we created a centralized data system through launching an online database that is accessible to data officers in the field and supervisory program teams at headquarters. We have since realised improved access and utilization of data by implementation and documentation teams.

**Consolidating the TPO Uganda MHPSS interventions**
In addition to development and dissemination of the MHPSS manual which served to guide teams and streamline their MHPSS approaches, we invested in recruitment of a MHPSS supervisor, a to coordinate interventions and this strengthened services and collaboration with partners in the sector. Interventions and strengthened our external engagements in the sector.
Institutionalization of the staff wellness program: TPO Uganda contracted "The International Centre for Family Care" to provide a staff wellness program. This focuses on the social, mental and emotional health for staff and to promote a healthy workforce. Through this contract, ICFC conducted a series of wellness activities with various project staff including HQ reaching over 80 staff. During these events, sessions such as play therapy, team building, feedback sharing, and inspiration talks, self and performance evaluation were done.

TPO Resource Mobilization Strategy: We organized a two-day resource mobilization meeting to enhance the knowledge and skills of staff in raising resources. The workshop was intended to lay ground for designing a resource mobilization strategy, and putting in place a draft resource mobilization strategy to enhance the knowledge and skills of staff in raising resources. The workshop was attended by all the Senior Management Team, HQ staff, and Project Coordinators and Finance and Administration Officers respective field offices. During the meetings, both HQ and field staff from different locations made presentations on their work/projects, emerging issues were discussed and action points were developed for improvement. In the last management meeting, also shared a milestone presentation with all the senior management team about the decision of the Board to implement 3 arms of TPO (NGO, Microfinance and resource center).

Implementation of the CHS verification recommendation: TPO Uganda continued to implement recommendations and address gaps identified by the CHS external auditor in 2018. TPO Uganda also used the audit results to learn and develop an improvement action plan. The action plan is being implemented and there is evidence of improvement on application of the CHS by the organisation.

Renovation of the new TPO Uganda office building: Through 2019, there was ongoing renovation of the new TPO Uganda office building located in Munyonyo. The building will be used by TPO Uganda as its head office and it caters for all the staff needs with additional space for expansion. It is anticipated that work around this building will be completed by the end of first quarter of 2020.

Collaboration and Learning: TPO Uganda continued to strengthen its coordination and collaboration activities with the sector actors and stakeholders. Most of the coordination activities were with other actors providing education, livelihoods and vocational training services to integrate children and young people that have benefited from psychosocial and protections services into relevant programmes. This also included participating in the different working group meetings such as MHPSS, SGBV Working Group, Child protection, Protection Working Group, Case management task force and MHPSS, SGBV and Protection taskforce meetings such as MHPSS, SGBV, Protection working group meetings. These have benefited from psychosocial and protections services into relevant programmes.

Leadership meeting: TPO Uganda organized three management meetings in 2019 to develop strategies for the year and review performance, recognize and celebrate achievements. These meetings were attended by all the Senior Management Team, HQ staff, and Project Coordinators and Finance and Administration Officers respective field offices. During the meetings both HQ and field staff from different locations made presentations on their work/projects, emerging issues were discussed and action points were developed for improvement. In the last management meeting, also shared a milestone presentation with the team about the decision of the Board to implement 3 arms of TPO (NGO, Microfinance and resource center).

Donors and Partners

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<th>No.</th>
<th>Project Acronym</th>
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<td>BAI</td>
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<td>Don’t dis my abilities</td>
<td>Federal Ministry of Economic Cooperation and Development, Germany</td>
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<td>3</td>
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<td>Building Resilience in Southern Karamoja</td>
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<td>4</td>
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<td>Building resilient refugee &amp; host communities with DLT</td>
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<td>EVAC</td>
<td>Ending Violence Against Children</td>
<td>UNICEF</td>
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**TOTAL** 4,303,051
Board of Directors

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

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

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

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

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

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

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

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

Ken Odur Gabelle
Organizational Development Specialist, Chartered Corporate Secretary and Management Accountant with a wide national and international experience in institutional development, corporate governance and development programming.

Edna Kanabahita
Seasoned banker with an exemplary track record in enterprise-wide risk management. Currently Chief Risk Officer of Absa Bank Uganda Limited (Formerly Barclays Bank of Uganda Limited). She was the Africa Regional Risk Project Director at Accion International based in Accra, Ghana and has held various senior positions as Head of Credit, Head of Risk Management, Head of Strategy and Innovation, Head of Corporate and Institutional Banking in Stanbic Bank Uganda and Development Finance Bank respectively.