



## Agency for Co-operation in Research and Development (ACORD) Uganda



# Annual Report 2021

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## Acronyms

<b>ACORD</b>	Agency for Co-operation in Research and Development
<b>FP-CIP</b>	Family Planning – Costed Implementation Plan
<b>IRC</b>	International Rescue Committee
<b>MISP</b>	Minimum Initial Service Package
<b>ODF</b>	Open Defecation Free
<b>SGBV</b>	Sexual and Gender Based Violence
<b>SHIFT</b> in Emergencies	Shifting Paradigms for Sexual and Reproductive Health and Rights
<b>SRHR</b>	Sexual and Reproductive Health and Rights
<b>VSLA</b>	Village Saving and Loan Association
<b>WHO</b>	World Health Organization
<b>WORUDET</b>	Women Rural Development Network

## Message from Country Director

Dear partner/reader,

I am delighted on behalf of the management and entire team at ACORD Uganda to present our annual report which showcases our performance in the year 2021. This is a report like no other previous ones as it reflects the years' highlights of the first year of implementation of the strategic plan 2021 -2025. Am honored to lead ACORD Uganda in this period of transition; implementation of the first strategic plan as an indigenous organization. I am immensely thankful to the dedicated team of staff who have continued to step up to the challenge to focus on integrated programs while walking with the communities we serve. Without a doubt the political, economic and social season in 2021 including the COVID pandemic would have had major effects on our achievements, if it were not for the dedicated team of staff. Together with our Board of Directors we have been able to deliver remarkable interventions in the communities we serve



Our work in 2021 focused on three interrelated programmatic areas: Health and productive lives; Sustainable livelihoods, climate change resilience and Natural resource management; Engaged, peaceful and just communities free of violence. These are grounded in a major focus on management capacity strengthening, research and advocacy. We made major strides in working with the community. We worked with OVC care givers and other actors to ensure children are healthier, better educated, and more resilient. We made advances in improving access to safe water, sanitation and hygiene for children and other community members. We continued to bridge the gap between health service providers and young people for access to Sexual and Reproductive Health and Rights (SRHR). Additionally, we worked with communities to build resilience and skills in managing their locally available resources, engage in sustainable and viable livelihoods. At ACORD Uganda we acknowledge the potential role of youth when they are engaged. They played a key role in interventions for sustaining peace.

I salute all our Development partners for trusting us with the financial resources, Government Ministries and District Local government for the technical guidance and supportive environment as we started the journey to strengthening ACORD Uganda as an indigenous not for profit organization. This commitment contributed immensely in supporting ACORD Uganda to deliver on our mission to work in partnership with the marginal communities for sustainable community development. Last but not least the communities whose commitment to change their life situations is very critical to the journey to self-reliance.

**Ellen Bajenja ,  
Country Director, ACORD Uganda**

## About Us

### Who we are

ACORD Uganda is registered as an indigenous Non-Governmental Organization (NGO) with the mandate of undertaking development work across the Country. ACORD Uganda has Regional Offices located in Tororo (Eastern), Adjumani (West Nile), Gulu (Northern), Mbarara (South Western and Western) and the Head Office in Kampala which also coordinates interventions in central Uganda.

### *Our Vision*

“A society where people are engaged, live in peaceful and just communities, have sustainable livelihoods and lead healthy and productive lives with their rights upheld”

### *Mission*

We work in partnership with marginalized communities and those who have been denied their rights to analyze their situation and jointly find sustainable solutions to improve their wellbeing.

### *Our Values*

Social justice, Excellence, Diversity, Respect, Equality, Integrity, Participation, Accountability

### Our Work

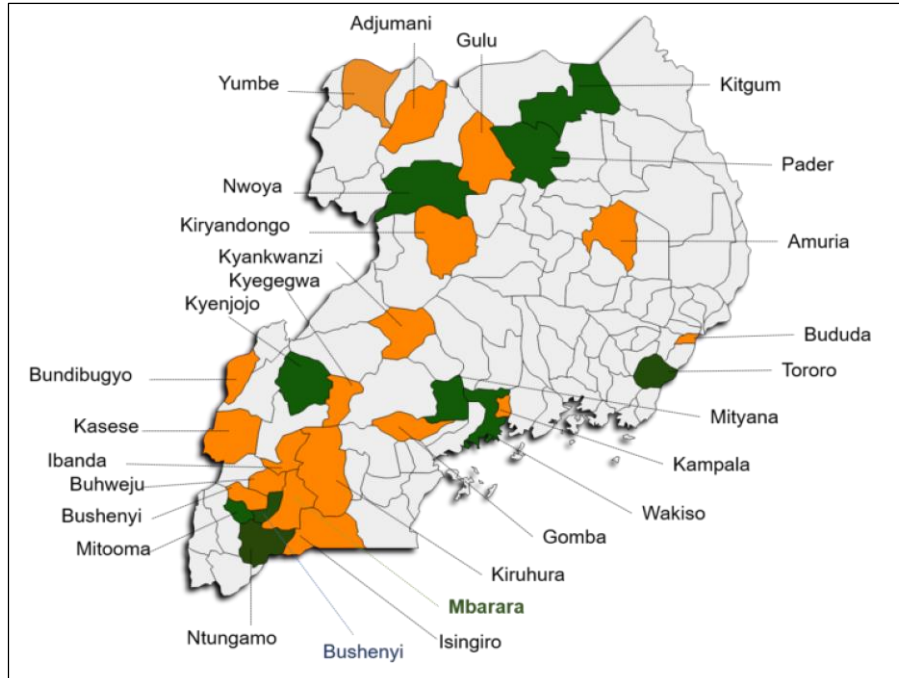
During this strategic period 2021 – 2025 we strive to realize a society where people are engaged, live in peaceful and just communities, have sustainable livelihoods and lead healthy and productive lives with their rights upheld. This is realized through four intervention areas of: Health and productive lives; Sustainable livelihoods, climate change resilience and natural resource management; Engaged, peaceful and just communities free of violence and Capacity building for ACORD Uganda and partners for effective management, research and advocacy.

### Beneficiaries

Our work aims to benefit a wide range of people including groups and those that face injustice, inequality, live in poverty and other vulnerabilities in rural and urban areas. We will directly target both Ugandan nationals and refugees. Specifically, the primary beneficiaries include Orphans and Vulnerable Children, Youth in and out of school, Women, Elderly, People living with HIV, and Persons with Disabilities.

## Focus Areas

Fig. 1. Map of Uganda Showing Districts of Operation in 2021



## 2021 at a Glance

<i>Programmatic focus</i>	<b>Interventions</b>
<i>Health and productive lives</i>	<ul style="list-style-type: none"> <li>• Sexual and Reproductive Health and Rights</li> <li>• Keeping Children Healthy and Safety</li> <li>• Integrated Child and Youth Development</li> <li>• Water Sanitation and Hygiene</li> </ul>
<i>Sustainable livelihoods, climate change resilience and natural resource management</i>	<ul style="list-style-type: none"> <li>• Resilience and Income Support for Vulnerable Refugees and Host Community Communities</li> <li>• Restoration and Protection of water Catchments</li> <li>• Self Help Group Approach</li> </ul>
<i>Engaged, peaceful and just communities free of violence</i>	<ul style="list-style-type: none"> <li>• Youth and Peace Building</li> </ul>
<i>Capacity building for ACORD Uganda and partners for effective management, research and advocacy</i>	<ul style="list-style-type: none"> <li>• Trainings</li> <li>• Partnerships</li> <li>• Institutional policy review and development</li> </ul>

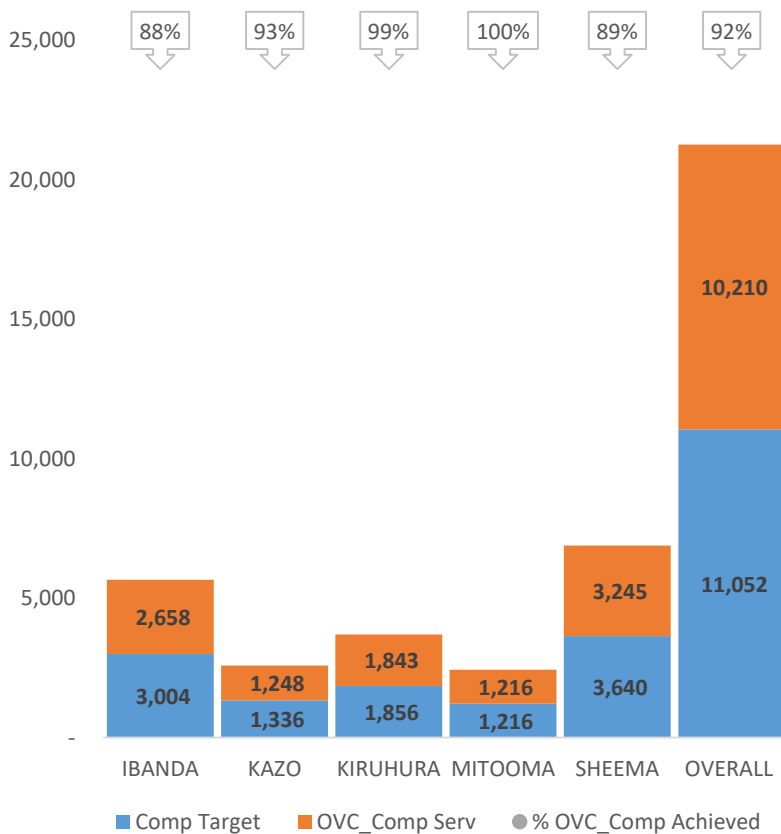
## Health and Productive Lives

We recognize that leading healthy and productive lives is vital in enhancing productivity of families and households. In this regards our program has focused on achieving results through measured responses on health challenges within the target areas. The interventions include:

### HIV and AIDS response

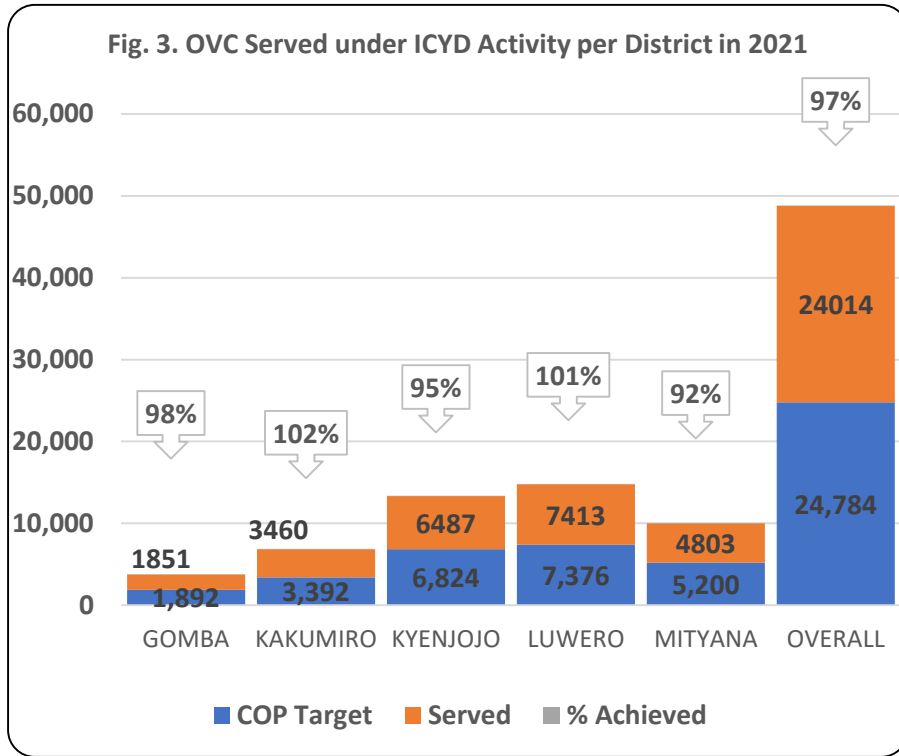
**O**ur response to HIV and AIDS has a multipronged approach that involves supporting vulnerable children and their caregivers to become healthier, better educated, and more resilient. In 2021 through two USAID Projects – the Keeping Children Safe and Healthy (KCHS) in **Southwestern Uganda**, and the Integrated Child and Youth Development activity (ICYD) in **Central Uganda** - we focused on reaching a total **35,736** vulnerable children and adults in **10** districts who are HIV-sensitive cases by linking them to the services and support they need. We prioritized support to children with multiple elevated risk factors and children-in-crisis. We target children and adolescents living with HIV, HIV-exposed infants (HEI); children of Female Sex Workers (FSW), and Survivors of Sexual Violence so that we prevent new HIV infections and reduce vulnerability among orphans and vulnerable children (OVC).

Fig. 2. OVC Served Under KCHS Activity Per District by Dec. 2021



Our approaches to supporting vulnerable children have involved working within government systems and local networks to enable families and communities to better meet the well-being, safety, and education of children and youth – seeking ways to (1) economically empower vulnerable children and adolescents; (2) strengthen local governments and community platforms to increase and improve care services; and (3) improve coordination of community and clinical services for increased efficiency and effectiveness.

A ‘layered’ approach is also used that is intended to strengthen children’s ability to engage with their environment, address their health and safety needs, and make it more likely for them to reach their potential.



**KIIZA JOSEPH 16 years (NOT REAL NAMES)**

Enrolled on the USAID-ICYD project in Kyenjojo district in December, 2020 as a non-suppressing adolescent with a viral load of **8830 copies/ml**. As an adolescent living with HIV, he faced a number of challenges, including: denial, fear, misinformation about life prospects - health, education, carrier, marriage and challenges on issues around self-awareness and emotional maturity vis a vis society expectation. His health deteriorated badly with a high viral load; Pill burden/Drug exhaustion, long distances (5km) to Ramukora-Kyenjojo Hospital where he gets medication, missed clinic appointments, leading to interruption in treatment ultimately leading to Viral load non-suppression.

Among other support, the Joint home visits by ICYD and Health Facility staff for counseling, education on the need for him to take drugs as prescribed without missing, nutrition support, and cash transport support to go pick drugs has led to suppression. He was also linked to a local Artisan for life skills training in carpentry and joinery. ICYD Supported him with start-up kits, Joseph started a carpentry workshop. **As a result of all the above efforts on 23<sup>rd</sup> Dec 2021, Joseph's Viral load results returned suppressed with 50 Copies/ml.** he will continue to be mentored with Financial literacy and Business management skills. He is also part of the Young adolescent Positives group at health facility where he is able to receive peer support for better health outcomes. Now, I believe I will become someone important in future, thank you ACORD, Uganda



## Water Sanitation and Hygiene

### **B**idi Bidi Refugee Settlement, Yumbe District West Nile Region Uganda

Our Water sanitation and Hygiene intervention aimed to improve sustainable access to safe water, sanitation and hygiene among 31,448 school children from four schools and 21,055 South Sudanese refugees and 10,393 host community members in zone 4 and zone 5 in Bidi Bidi settlement. The project is supported by HEKS-EPER.

#### *Water access*

Major water supply works carried out in the settlement by December 2021 included:

- Rehabilitation of nonfunctional Ayivu water supply system
- Construction of Solar Powered Mini Water Supply Systems at Zinjo and Ochinga village
- Extension of piped water from Bolomin with an additional 1.6 Km network
- Provision and set up of 10,000 liter rainwater harvesting tanks at Nyoko Primary School in Odravu Sub County, Knowledge Land PS in Zone 4, and Ariwa PS in Ariwa Sub County

This has helped to reduce the walking distance and time spent on collecting water in the target schools and communities. Routine monthly physical and biological water quality tests (conducted by ACORD) at water sources, tap stands and households revealed that the water met the recommended WHO water quality standards for safe drinking water.



**Photo: Mini Solar Powered Water Supply Systems at Zinjo Constructed by ACORD Uganda in Bidi Bidi Settlement**

### Sanitation and Hand Washing

Construction of five Stance toilet facilities at; Nipata Secondary School (2 blocks of five-stance), Abiriamajo PS (one block), Moli PS (one block) and Ayivu PS (1 block) contributed

to lowering the pupil stance ratio in the target schools to the national recommend standard of 1:40. Several sanitation and hygiene promotion activities carried in the communities reached 3,350 people and resulted in improvement in hand washing and sanitation coverage in zone 4 and 5 of the settlement as indicated in the figure on the side.

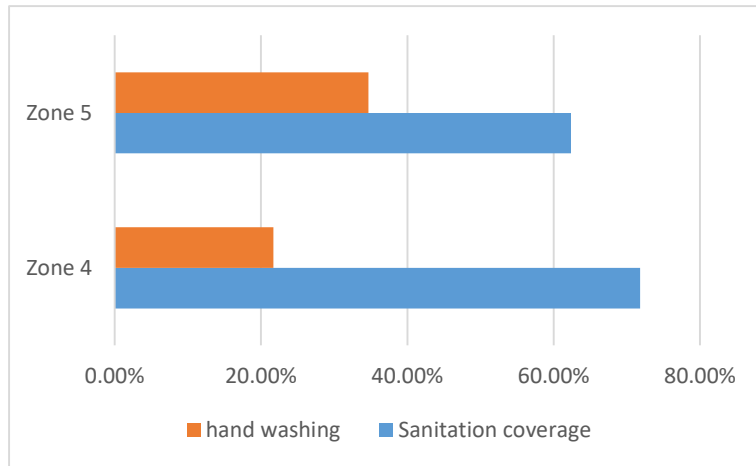


Fig. 4. Graph Showing Sanitation and Hygiene Status of Zones 4 and 5



## Facilitating Community-Led Total Sanitation in Gulu and Omoro Districts, Northern Uganda

Since May 2020, ACORD-U has been implementing a WASH project in Northern Uganda through a Community Led Total Sanitation (CLTS) approach aimed at increasing the number of people with access to improved and Sustainable water, sanitation and hygiene (WASH) services in communities and schools, ultimately leading to improved health and nutrition statuses of the targeted population. A total of 130 villages in two sub-counties in Nwoya District were targeted to achieve an Open Defecation Free (ODF) communities. The Project is in its phase II implementation and so far, 86 villages have been verified ODF. Based on the information in the Sanitation Committee's tracker books, more households are making progress in the construction of latrines for those who did not have them, while those that can afford are improving on the existing latrines to attain basic sanitation.

### Sexual and Reproductive Health and Rights (SRHR) in Emergencies - Yumbe

Through the SHIFT Consortium, ACORD implemented SRHR interventions in Yumbe's Bidi Bidi settlement. The interventions aimed at: building the foundation for equitable and sustainable SRHR partnerships; Strengthening capacity of CSOs and district health teams to deliver resilient and responsive SRHR services in emergencies; Support to local partners to expand their sphere of influence in SRHR policy and practice; and Measurement and Learning. The interventions were funded by IRC.

It is now a requirement for all institutions in Yumbe district to implement interventions in the district Family Planning Costed Implementation Plan (FP-CIP) alongside their programmes. This was an outcome of the Skills acquired through the SHIFT SMART advocacy training, used during the ACORD-IRC advocacy efforts with Yumbe district Local Government. In December 2021, Yumbe District Council passed a resolution requiring all sector heads and partners to mainstream the district FP-CIP interventions in their programmes.

30 young mothers (aged between 15 and 24 years) are actively sensitizing their peers on the dangers of adolescent and teenage pregnancies, and the importance of seeking early professional support in case of adolescent/teenage pregnancy. The young mothers were identified by ACORD community facilitators in zones 3 and 4 of Bidi Bidi refugee settlement and were trained as Peer Mentor Mothers. They have basic skills on SRH and prevention and seeking support on labor and pregnancy complications, including infections during pregnancy.

## The Story of Florence HANNAH – a Peer Mentor Mother



Florence HANNAH, 19, (with baby on the back) is one of the young women who trained and is supporting her community as a peer mentor mother. She fled South Sudan in 2017 and resides in village I zone III of Bidibidi refugee settlement, Yumbe District.

Florence became pregnant at an early age of 16 years which led to her dropping out of Tara Primary school. Because of her age, her parents could not allow her to get married to the man that was responsible for her pregnancy.

We caught up with Florence during one of her peer counselling sessions.

***“When I told my “boyfriend” about the pregnancy, he was willing to take the responsibility and marry me but my parents said I was still young for marriage. Because of this, my “boyfriend” does not give us any support, yet the child is with us. We survive on an upkeep got from selling sugar, daga fish and soap.***

After undergoing the training, Florence was able to learn about the consequences of teenage pregnancy and early marriage such as school dropout, labor and pregnancy complications, including infections. She is effectively using these skills to support adolescents and teenagers in Village 1, Zone III, with similar challenges. Florence is Chairperson of the *Zone 3 Peer Mentor Mothers Group* which was formed by her and other young mothers she happened to mobilize.

Florence also has positive future plans for herself and child.

***“I am now preparing to go back to school by 2024 together with my little boy. There I will meet young girls that I will advise to never get pregnant while still in school”.***

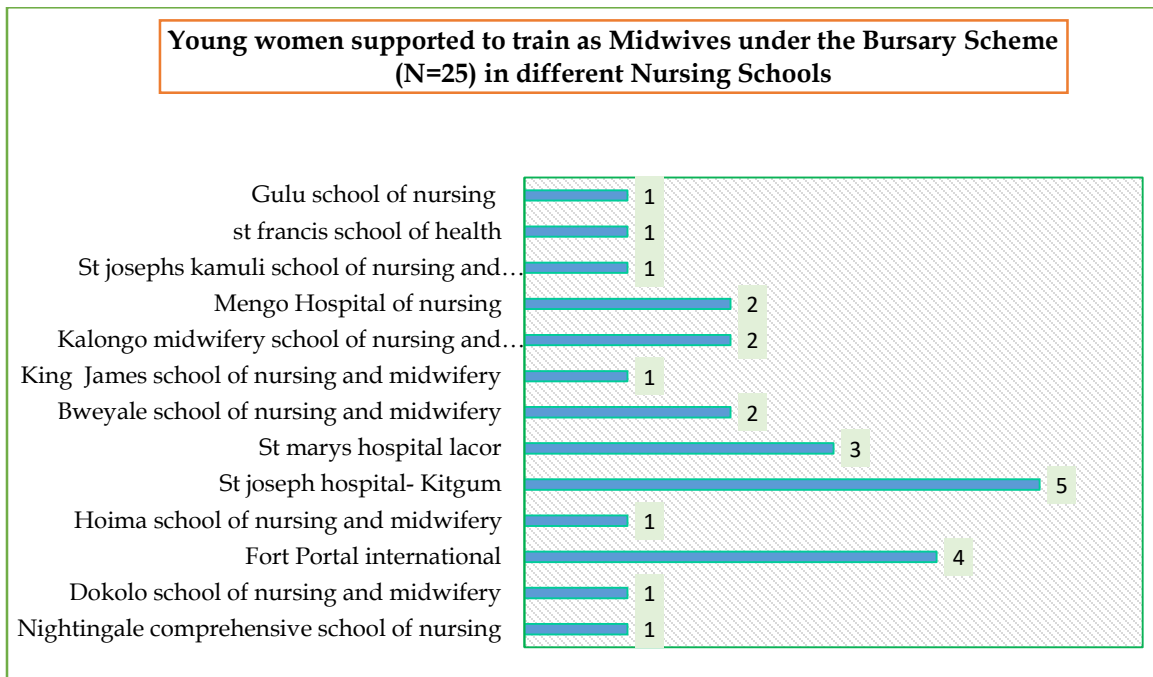
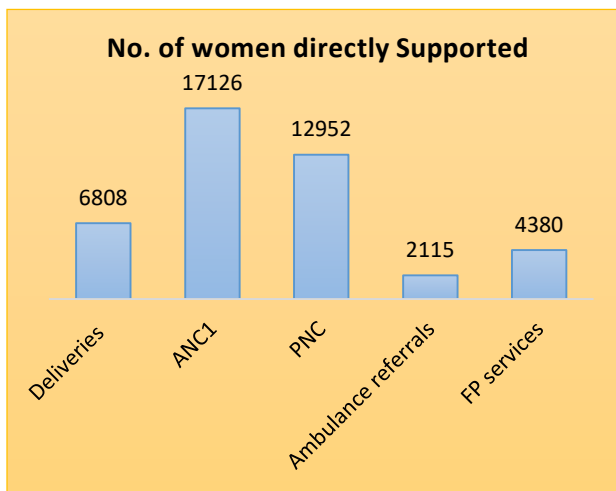
Florence is appreciative of ACORD’s support which gave her an opportunity to acquire skills and knowledge to support fellow teenage mothers and the young girls.

Other interventions implemented by ACORD Uganda and IRC under the SHIFT to address SRHR Challenges in emergencies in Bidi Bidi refugee Settlement are: formed and trained an Advocacy to identify and front key SRHR issues; trained Health workers working in health facilities serving refugee communities on Long-term Family planning and general content on SRH; organized one four-day Integrated Health service camps to

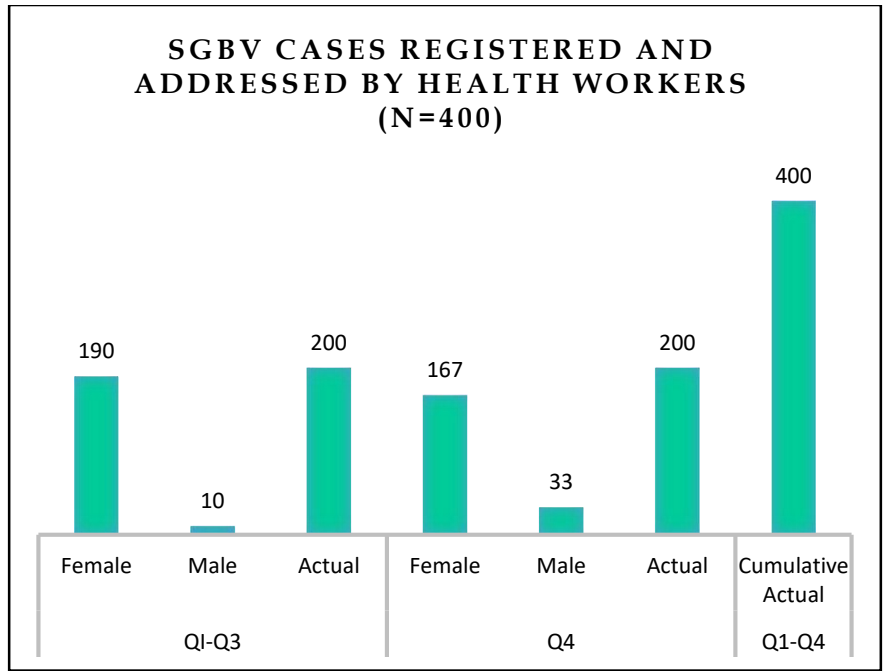
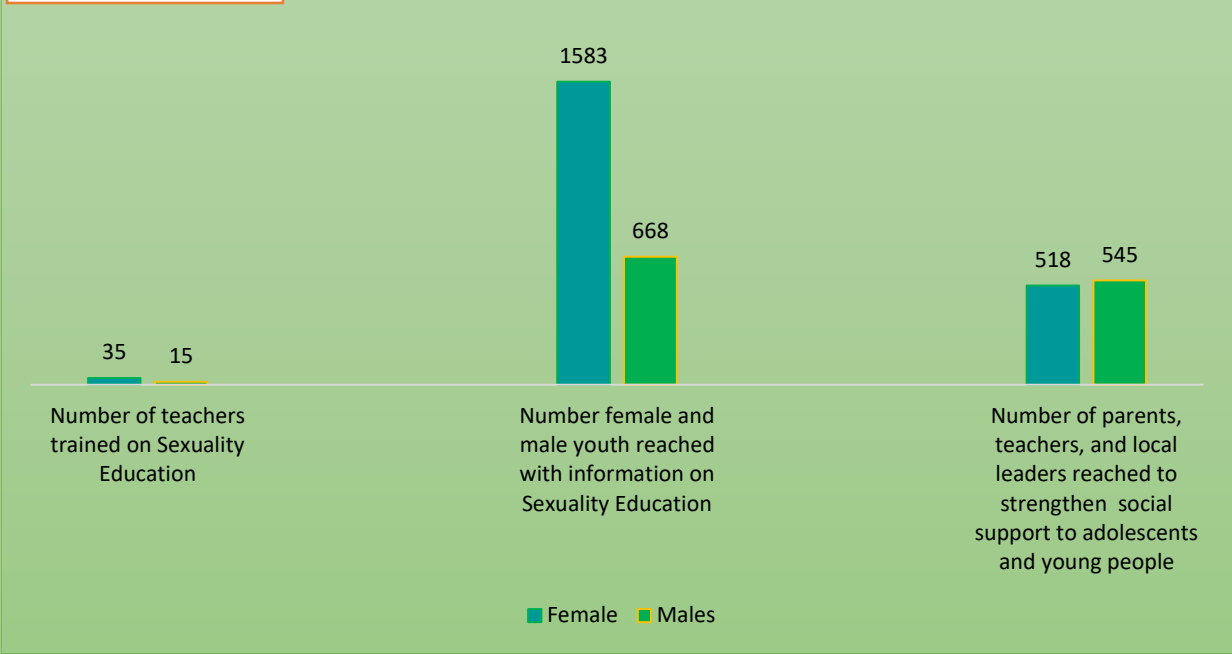
access services like voluntary HIV counselling and testing, Cervical cancer screening, and sexually transmitted infections testing and treatment to refugees and host communities.

### Sexual and Reproductive Health and Rights (SRHR) in Non-Emergency Areas

**A**CORD’s SRHR interventions funded by the UNFPA and implemented in up to 13 districts in Northern (4), Eastern (4), Western (4) and Central (1) aimed at: creating an enabling environment for integrated Reproductive Health/Family Planning; empowering women and young people to utilize SRHR services; targeted HIV combination prevention for Adolescents and young persons; and strengthening capacities to address SGBV and harmful practices.

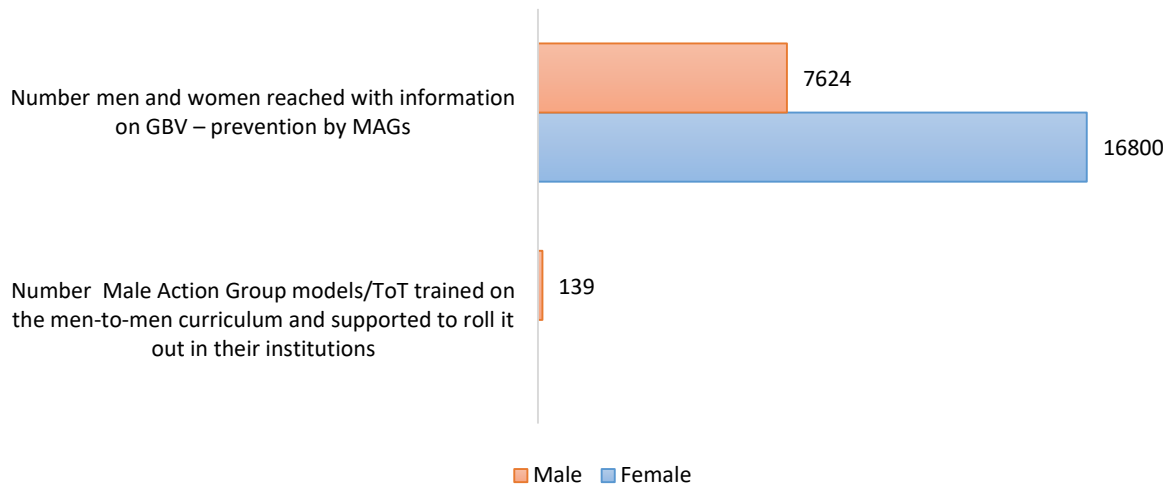


**Sexuality Education**  
N=3364



400 GBV cases were registered through the health workers. These cases were physical, psychological, Economical and Sexual. Support was provided and others were referred.

## Male Action Group (MAGs) SGBV Activities



The MAGS target groups that are male dominated like the boda-boda cyclists for their engagements and activism activities. In the photo above a member of a Male Action Group (standing in the foreground) in Kampala sensitizing motorcyclists

## Sustainable Livelihoods, Climate Change Resilience and Natural Resources Management

### Sustainable livelihoods

**K**yangwali Refugee Settlement, Kikuube District - we targeted People with Specific Needs (PSN) focusing on the elderly, children at risk, People living With Disabilities (PWD) and People Living with HIV. Supported by the Johanitter International Assistance, the PSN were targeted to increase their resilience to livelihood and income shocks.

Sustainable livelihoods are realized when households have healthy people, are food secure and have incomes. Agriculture is one of the largest contributor to Uganda's GDP accounting for 20% and 75% of Uganda's labour force. This means majority of Ugandans are engaged in agriculture and thus derive their livelihood on the natural resources in the country. Uganda's natural resources remain an indispensable input into social, economic development transformation pursued under Uganda's vision 2040 and national development plan (NDP III) therefore sustainable livelihood, climate change resilience and natural resources management interventions we are pursuing aim to contribute to realizing the country's economic development agenda.

- 20 Village Savings and Loan Associations (VSLA) were established benefit 500 PSNs (330F and 170M). All these people save on a weekly basis and have access to credit to support their micro enterprises.
- 300 rationally selected PSN were trained and graduated in different vocational skills to be able to establish enterprises for jobs and better lives.

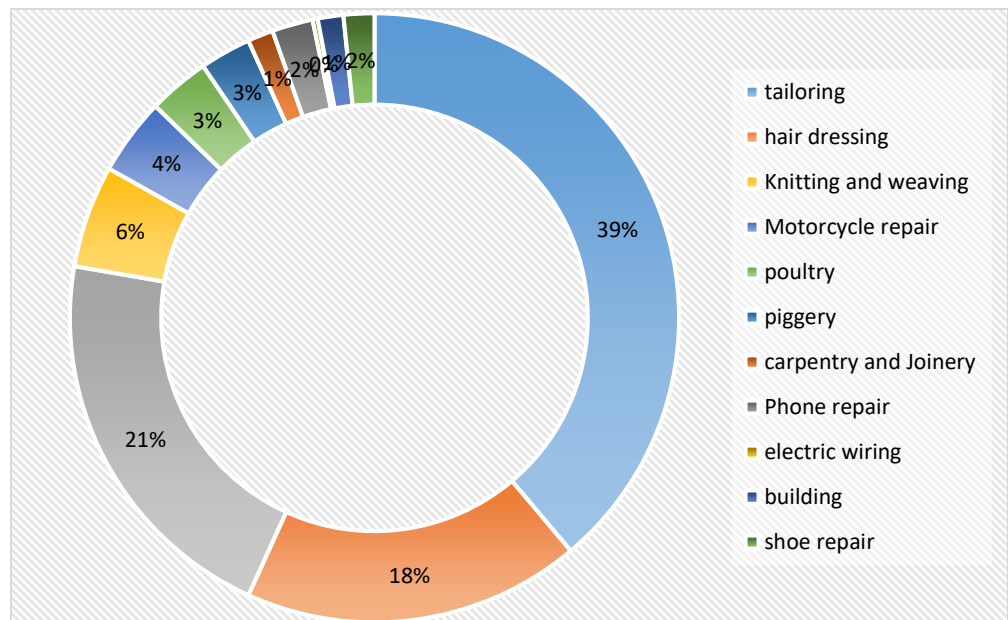


Figure: Proportion of PSN that Underwent skilling training in various enterprises



The self-help group (SHG) concept has been implemented in Northern Uganda in Omoro District. Supported by Kindernothilfe, the approach targets rural women and aims at the holistic empowerment of the “poorest of the poor” in the communities, through its three pillars namely; economic, social, and political pillars. The approach has now reached out to 1,028 women formed into 68 SHG and 3,324 children have benefited from the approach.

- Capacity of women has been built to participate in different economic, social and political affairs. Women have even gotten courage to stand for political positions in the villages and even at sub-county level. Some of the women have been elected as counsellors in the various communities.
- SHG members have improved their status in family in term of family finances and economic empowerment through the business skill training and easy access to money.

**Table: Summary of Achievement under the SHG Approach**

Aspect	Increase (%)
Total number of Functioning SHGs	38.1
Number of SHG members	20.4
Total savings of all SHGs	7.4
Total Capital of SHGs	14.4
Total loans given out	24.6

Table above indicates the number of the SHGs had the highest increase compared to last year and savings in the SHGs had the least change mainly due to COVID-19 impact on livelihoods.

## Climate Change Resilience and Natural Resource Management



Photo: Ihoho Community members Rehabilitating a gabion

**D**uring the year our work to promote restoration and protection of River Rwizi Systems and Catchment Area continued supported by Bread for the World. The wetland restoration and management action plans developed by the communities continued to guide our interventions in the four micro catchments of Kongoro, Ihoho, Kakondo and Nyakaikara micro-catchments in Rwizi catchment, South Western Uganda. Most of the key targets have so far been realised as shown below

- 40 (100%) community groups formed and received seed funds to implement income generating activities
- 100% of the targeted landscapes in the sub catchments were protected by soil conservation structures using gabions and stone bands among other measures (100 gabions, 65 stone bands, 400 Earth bands and trenches and 30 retention ditches)
- 21,500 trees were planted within the target micro catchments.

## Achievements under climate resilience and climate change management

### Improved land management practices in the Catchment

Land management interventions like soil water conservation structures conserve soil fertility and control erosion. Communities reported improved yields and land productivity due to reduced soil erosion and flash floods.

### Community empowerment in catchment restoration

Sensitization of the community on the need to restore and protect the environment enabled them to own the intervention, changed the people's mindset and enabled them to coexist without destroying water and environment resources like wetlands.

### Community accrued benefits from restoration of degraded catchment areas

Restored natural resources provides benefits to the entire community including access to resources like reeds and firewood, traditional grazing in wetland buffer zones, and harvesting mulching materials. Fishing, hand crafts, Apiary and fish farming opportunities are availed to the community. Introduction of improved fuel saving stoves reduces on the amount of firewood used and improve air quality.

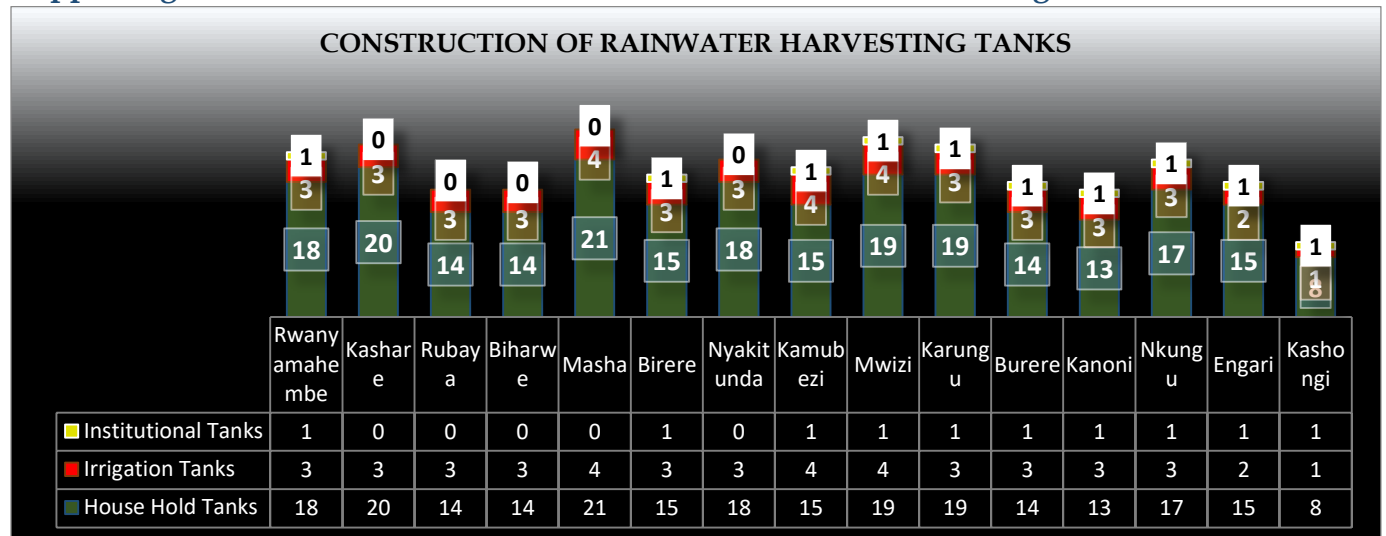
### Increasing access to clean and safe water

Families in hard to reach and areas excluded from water access were supported with Rain water harvesting tanks of 10,000 liters and received water on their premises.



Photo: Community members constructing a stone band in Kamukaki micro catchment

## Supporting Communities in Water-stressed Areas in South Western Uganda



Vegetable Gardens Established using Rain Water Harvesting Micro Irrigation Systems

## Engaged, Peaceful and Just Communities Free of Violence

### Harnessing Youth Potential for Sustaining Peace in Uganda



Photo: A youth mentor in Wakiso displays some of the messages used to initiate discussions on peace building

In 2021, with the support of the UNFPA, we harnessed the Youths' Potential for Sustaining Peace in the regional hotspots of Rwenzori (Bundibugyo, Kasese district) and Central Region (Wakiso district). We addressed: the exclusion of youth, including women and girls, from political and economic discourse in the country; and existing political tensions, high levels of youth unemployment and political manipulation in these hotspots. We implemented initiatives that enabled engagement of young women and men in decision-making at national, district and local levels, and restoring trust between government entities and communities in regional hotspots.

During the 2021 presidential and local leaders' election, we promoted young people's peaceful participation in the political process urging them not to be manipulated by politicians as well as encouraged them to vote leaders of their choice. We accomplished the following:

**Intergeneration Dialogues.** 460 youth participated in generation for generation dialogue between Youth and Local Government on Peace Building. Resolutions were followed through additional meetings and extensive awareness creation on peaceful coexistence were carried out.

**Engaging National Youth forums:** brought on board engagement with AfriYAN for national level and consultative meetings.

**Advocacy for Youth Inclusion.** 311 young people and members of parliament held policy dialogues with law makers to advocate for youth inclusion in political and peace building processes. An action paper on identified exclusion issues was discussed. Meetings with members of parliament and youth members of parliament were conducted in Wakiso, Kasese and Bundibugyo districts.

**Media campaign** focusing on innovative communication through Social Media and Radio, for Mobilization of Youth for Peace building and Civic Awareness. Several actors (74) were trained including Radio Presenters, and Facebook Bloggers on Peace Journalism. Radio and video spot messages that run before, during after Elections were designed and sponsoring Social media influencers on face book and twitter was done. 317 young people were also trained in leadership.

**Social change initiatives** involved mobilizing and encouraging youth to work for their own development instead of being manipulated by politicians. We supported alternatives social change entrepreneur programmes and initiatives for youth groups (Boda, Taxi operators, mechanics, Road side Vendors and Market Vendors); 178 young people were trained in integrated entrepreneurship skills and peace building and provision of entrepreneurship kits.



**Photo: A youth in Kampala shows off posters that were used to encourage the youth to sustain peace during the 2021 National Political Elections**



**We also engaged Uganda's top youthful musicians and comedians to compose a song and video ("AMANI" or Peace) calling upon young people not to be manipulated by politicians for their self-interests**

## Capacity building for ACORD Uganda and Partners for Effective Management, Research and Advocacy

### Institutional Policy Review and Development

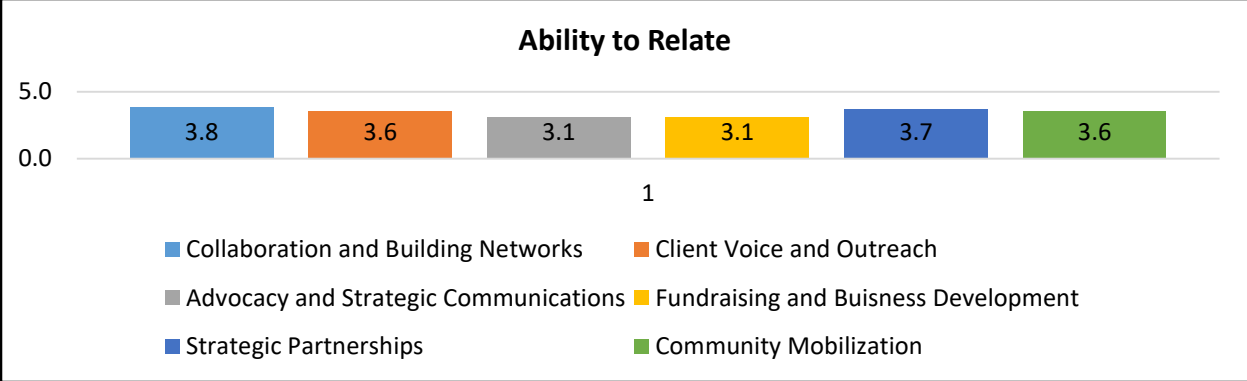
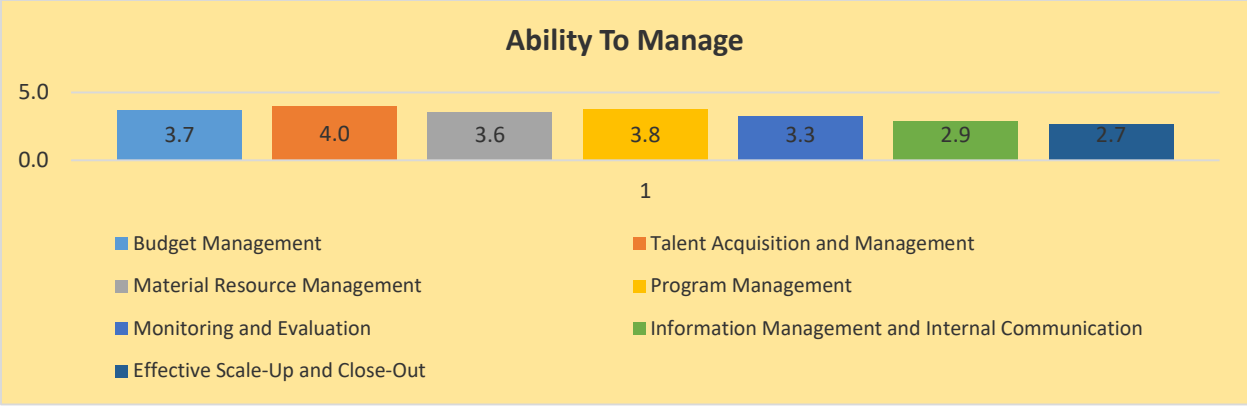
The United States Agency for International Development (USAID/Uganda), in 2021 going forward, through the Integrated Child and Youth Development (ICYD) Activity supported ACORD Uganda's institutional policy review and development. The over 6 months exercise was implemented by KPMG and it focused on: Governance; Human Resource Management; administration; Financial management; organizational management and sustainability; Programme Management and compliance; and Project Performance Management. By December 2021 the following processes had been initiated or completed among others:

- Development and improvement of the following policies and strategies started: Branding and Marking Policy; Travel Policy; Cost Share Policy; Resource Mobilization strategy and plan (2022); Financial Manual; Human Resources Manual;
- Staff Induction and training on the 2021-2025 strategic plan.
- Staff training on operating policies, Procedures, and Systems.
- Display of the ACORD Uganda vision and mission in key strategic places such as reception, meeting room (boardroom), and key offices including field offices.
- A strong budgeting system where program managers consistently review financial data started
- Establishment of the ACORD Uganda Business Development and Resource Mobilization Unit; a Physical and Digital Resource Center Resource Centre; virtual Dash Board;
- Enhancement of the organization research and consultancy arm and the Communication function.
- Development and training of staff on the Sub Grantee Manual
- Standard Operating Procedures (SOP) for community/beneficiary participation in project design, implementation, monitoring, decision making, and reporting including feedback developed

### Organization Self-Assessment Exercise on SRHR by IRC

International Rescue Committee (IRC) supported a self-assessment of ACORD Uganda on SRHR programming. The assessment focused on the institution's: (1) Ability to Lead on SRHR (2) Ability to Manage SRHR and (3) Ability to Relate on SRHR. Some of the gaps identified, like training of staff on the MISP for SRHR, have already been addressed. Below is how the organization fared on these 3 areas.





**On average, ACORD’s ability to lead on SRHR ranked highest at 3.79 out of a highest mark of 5, followed by ability to relate at 3.46 and then ability to Manage at 3.39.**

## Human Resource

### 2021 Staff Information

LEVELS	FEMALE	MALE	TOTAL
Senior Management Team (SMT)	1	4	5
Extended Senior Management Team (ESMT) - includes the SMT	2	3	5
Regional Managers (also part of the ESMT)	1	1	2
Project Coordinators	3	4	7
Project Implementation, finance and Administration - Project/Finance Officers, Project Assistants, Community Facilitators,	75	95	170
Support Staff - Cleaners, Guards	6	15	21
<b>2021 STAFF TRAINING AND FURTHER STUDIES</b>			
PHD (ongoing)		1	1
Masters (ongoing)	5	1	6
PGD (ongoing)	3	1	4
Skilled training in taxation	3	4	7
Minimum initial Service Package (MISP) for SRHR	4	5	9
Advocacy Training		3	3
<b>2021 STAFF EXITS</b>			
Core staff	4	6	10
Support staff	8	7	15

### Meet Mr. John Najuna



**Programme Manager, ACORD Uganda,  
Southwestern Uganda Programme**

On the 4<sup>th</sup> of April, 2022, Mr. John Najuna will be making 29 years working for ACORD Uganda, having Joined as Rural Development Worker (RDW) for ACORD in Mbarara. Currently the Regional Manager for the ACORD Uganda Southwestern Programme in Mbarara, John is a Secondary School Teacher by profession who taught for five years before joining ACORD in 1993.

*“By 1993 ACORD had started working in my home area of Isingiro, implementing a number of interventions aimed at promoting rural development and among them, were interventions to promote Income generation for women”* says John. *“One day one of the women groups that had been supported by ACORD to start a project for mushroom growing had challenges of marketing their products and when they were asked to look for a person to help them look for the market in Mbarara town they all seconded my name. I humbly accepted to support them and indeed I got the market for their mushrooms. This experience inspired me and created passion for me to join ACORD such that I could help such vulnerable people”*

John applied for the RDW position when it was advertised in 1993. He emerged the best out of the many candidates that had been shortlisted for the interviews. He has since worked in different capacities, moving from RDW to Social Worker, Project Officer, Programme Officer and to the position of Programme Manager he currently holds.

## Impact Analysis

**A**CORD Uganda interventions in the priority thematic areas during the year 2021 successively built on interventions of previous years. Investments in improving target communities' Health and wellbeing, enabling them to live productive lives within a safe and supportive environment, are increasingly showing remarkable results in the community. Both anecdotal evidence and systematic qualitative and quantitative evaluation and impact studies have shown positive outcomes of the interventions albeit the challenges in the operating environment. The impact reflected in the testimonies of beneficiaries during the year pointed to specific outcomes that have been critical in ACORD Uganda's work. These include the following;

- Capacity of community structures including beneficiary households strengthened to sustain the interventions introduced through ACORD programs. Use of people centred approaches to eviction and reporting of misuse of the resources is key to successful wetland reclamation.
- Strengthened capacity of staff of ACORD and partner organizations in content and concepts within the methodologies used
- Meaningful social norms changes through the adoption of systematic social norms change transformation approaches,
- Moving beyond numbers and understanding the added value of quality of the outcomes by the target community
- Better alignment with the best practices approaches and building on results generated in previous years which has strengthened sustainability of the interventions introduced in the target areas
- Strengthened and better relationships with the political and social leadership structures in the community which further strengthened ownership and sustainability of interventions
- Building stronger relationship with entities mandated to undertake regulatory work for specific sectors like the environment management and
- Reaching out to the most marginalized categories of the community; the youth and thereby creating opportunities for employability and cutting back on their engagement in crime and radical acts of violence.

## Emerging Issues – Lessons and Challenges

### Lessons

- Investing sufficient time for internalizing and adopting approaches to the context in target areas is very crucial for success of interventions.
- Capacity building of the local structures not only contributes to effective delivery of the interventions but it also provides for building ownership and sustainability of the interventions;
- ACORD Uganda interventions have pointed to a critical need to getting personal if meaningful change is to be effected in community. We have remarkable examples of support to non-suppressing OVC on ARV treatment being supported by staff emotionally and financially which resulted in building confidence of care givers to value the children who are living with HIV. This major lesson pointed to the need to go beyond just delivery on numbers and be part of the desired change.
- Inclusion of an organization capacity strengthening component in the grant programs is critical effective delivery of interventions. ACORD acknowledges the remarkable capacity building in organization systems. This has improved the organization's delivery processes.
- Target communities are not merely recipients but active participants in their own development. Where the community has embraced this notion, there is evidence of sustained interventions over the years.

### Challenges

- Effective implementation of exit strategies within the given short term projects
- Building bridges for continuity of interventions following closure of projects;
- Appreciation of the role of nonprofits in the development processes.
- Ensuring fidelity to core principles of methodologies with limited funds.

## Finances

DONOR		2021	2021	2020	2020
		Receipts	Expenditure	Receipts	Expenditure
		Ushs	Ushs	Ushs	Ushs
1	Bread for The World - Rain Water	834,726,450	756,886,357	759,800,500	734,683,683
2	Johanniter	385,477,958	642,638,768	767,925,122	575,557,144
3	Kinder Not Hilfe	62,404,501	42,733,840	59,990,167	56,211,718
4	United Nations Fund for Population	5,694,617,661	6,255,686,841	4,270,287,523	3,673,202,993
5	Bread for The World - Water Catchment (Rwizi)	565,600,500	786,454,192	570,096,000	566,306,633
6	USAID - Uganda Sanitation for Health	309,089,653	364,847,005	274,480,000	241,166,484
7	Inspectorate of Government	47,396,250	35,146,113	37,830,000	61,733,254
8	HEKS/Swiss Church Aid	788,803,586	788,573,047	632,901,336	629,858,688
9	HEKS/Linsi	259,990,633	248,688,029	0	
10	USAID - International Child & Youth Development	2,892,769,480	3,024,738,727	199,752,613	58,902,657
11	USAID - Keeping Children Healthy & Safe	1,036,644,738	1,070,750,624	110,103,687	54,598,509
12	International Rescue Committee	284,460,864	266,530,673		
13	Bread for The World - Water Catchment II (Rwizi)	287,752,500	264,540,162		
14	Catholic Relief Services	0		682,840,670	676,471,929
15	Embassy of Japan		4,541,911	4,541,911	
	<b>Total</b>	<b>13,449,734,774</b>	<b>14,552,756,289</b>	<b>8,370,549,529</b>	<b>7,328,693,692</b>

**Table: Income and Expenditure by Donor - 2020 and 2021**

OUR PARTNERS

