



EMPOWERING AND TRANSFORMING COMMUNITIES



FINANCE RURAL
WOMEN INITIATIVES

ANNUAL
REPORT
2024

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UGANDA COMMUNITY BASED ASSOCIATION FOR WOMEN AND
CHILDREN WELFARE (UCOBAC)

ANNUAL **REPORT 2024**

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Transforming Communities

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ACRONYMS

ADR	Alternative Dispute Resolution
ALC	Area Land Committee
CCO	Certificate of Customary Ownership
CCRL	Climate Change and Resilient Livelihoods
CDP	Child Development Project
CSO	Civil Society Organisation
GTA	Gender Transformative Approaches
MEAL	Monitoring, Evaluation, Accountability and Learning
NDP (III)	Third National Development Plan
NGO	Non-Government organization
OVC	Orphans and Vulnerable children
ToT	Trainers of Trainers
SSD	Safe Space Declaration
SRHR	Sexual and Reproductive health and Rights.
STDM	Social Tenure Domain Model
S4HL	Stand for Her Land
UCOBAC	Uganda Community Based Association for women and children welfare
VSLA	Village savings and Loan Association
WLPR	Women's Land and Property Rights

ORGANISATIONAL Snapshot

Uganda Community Based Association for Women and Children Welfare (UCOBAC) is a national non-government organization in Uganda whose mission is to promote human rights and improve the welfare of women and children in Uganda using community-based initiatives.

VISION:

We envision empowered and transformed communities free of poverty and able to exercise their human rights and fundamental freedoms

OUR OBJECTIVES:

- (i) To identify and define vulnerable women and children, their needs and priority programs.
- (ii) To plan, design and implement programs to promote human rights and improve welfare of women and children.
- (iii) To advocate for positive welfare policies and programs to meet priority needs of vulnerable women and children.
- (iv) To strengthen capacity of grassroot and community-based organizations to mobilize resources, develop local practices and advocate for rights and welfare of women and children in their communities

CORE PRINCIPLE AND VALUES

- Transparency and Accountability
- Integrity
- Excellence
- Teamwork
- Mutual Respect
- Inclusivity

OUR PROGRAM AREAS:

- Orphans And Vulnerable Children (OVC)
- Women's Land and Property Rights (WLPR)
- Climate Change and Resilient Livelihoods (CCRL)
- Sexual and Reproductive Health and Rights (SRHR)

PROJECTS

Implemented In 2024

PROGRAM AREA 1: Orphans and Vulnerable Children (OVC)		
SN	PROJECT	District (s) of Implementation
1.	Child Development Project	Bugiri
PROGRAM AREA 2: Women's Land and Property Rights (WLPR)		
1.	Stand For Her Land (S4HL) Campaign	National
2.	Scaling up Community-based Land Registration and Land use Planning	Butaleja and Rubanda
3.	Strengthening Women's Access and Decision Making on Communal Land and Natural Resources	Napak
4.	Regional Platform 4 Equal Land Rights for Women	Regional
5.	Improvement of Land Governance in Uganda to Increase Productivity of Small-scale Farmers in Uganda	Kiboga
6.	Scaling up community land rights in Uganda.	Kaliro, Namutumba
PROGRAM AREA 3: Sexual and Reproductive Health and Rights (SRHR)		
1.	Improving Food and Income Security, Climate Resilience and Women Empowerment for Refugees and Host Communities in Palabek Settlement	Lamwo
2.	Child Development Project (CDP)	Bugiri
PROGRAM AREA 4: Climate Change and Resilient Livelihoods (CCRL)		
1.	Fair For All Project	Bugiri, Jinja, Kabong
2.	Nurturing Leadership of Grassroots Women's Organizations in Scaling up Community Resilience in Uncertain Times.	Bugiri
3.	Improving Food and Income Security, Climate Resilience and Women Empowerment for Refugees and Host Communities in Palabek Settlement	Lamwo
4.	Building up Inclusive and Gender-Equitable Livelihoods and Protection Services in Palabek, Uganda	Lamwo

REMARKS FROM THE Board Chairperson

It is with great honor and appreciation that I present this report on behalf of the Board of Directors, reflecting on UCOBAC's progress and achievements in 2024. Over the past year, UCOBAC has continued to show strength, creativity, and a strong commitment to improving the lives of women, children, and vulnerable communities through practical, community led programs.

As the Board, we have remained focused on our role of guiding and supporting the organization to ensure strong governance, accountability and effective programs. We were proud to see UCOBAC expand its reach and deepen its work across its four key program areas in 2024.

We are deeply grateful to all our development partners, government agencies, civil society organizations and the communities we serve. Your continued support has helped UCOBAC grow stronger and reach more people, making a real difference in the lives of many.

As we look ahead to UCOBAC's 35th anniversary in 2025, we celebrate the organization's long journey and many achievements. This milestone is not only a moment of reflection but also a chance to plan for the future to strengthen what we've built and to aim for even greater impact.

On behalf of the Board of Directors, I sincerely thank the Executive Director, the dedicated staff, our partners, the government and all stakeholders for your continued commitment. We are excited about the road ahead and look forward to working together for even greater impact in the years to come.



Grace Angeline Chelimo

Chairperson, Board of Directors - UCOBAC

MESSAGE FROM THE Executive Director

UCOBAC's Annual Report for 2024 highlights a year of significant progress and impactful work from January 1st 2023 to December 31st 2024. The report showcases our performance in line with Uganda's development goals, UCOBAC's strategic priorities and our commitment to community driven and rights-based development.

Throughout the year, UCOBAC remained focused on advancing the rights and wellbeing of women, children and vulnerable groups. With the support of our dedicated partners, we implemented 11 projects across four key program areas; Orphans and Vulnerable Children, Women's Land and Property Rights, Sexual and Reproductive Health and Rights and Climate Change and Resilient Livelihoods

These projects reached communities in over 10 districts and contributed meaningfully to community empowerment, inclusive development, gender equality and social justice.

We are especially grateful for the strong collaboration with our development partners, including Canadian Feed The Children (CFTC) now known as KINVIA, Global Land Tool Network (GLTN)/UN-Habitat, Landesa, International Land Coalition (ILC), Cadasta Foundation, GIZ, AWO International, Light for the World (LFTW), and the Huairou Commission. Their support has been vital in strengthening our impact and expanding our reach.

As we look ahead to UCOBAC's 35th anniversary in 2025, we celebrate more than three decades of empowering communities through evidence based and locally led solutions. This milestone is a time to reflect, celebrate our collective achievements, and renew our commitment to transformative development.

The success documented in this report would not have been possible without the hard work of our staff, the strategic leadership of our Board of Directors, and the unwavering support of our partners and communities. Together, we have laid a strong foundation for continued growth and lasting impact.



Thank you for walking this journey with us. We look forward to an even stronger future together.

Enjoy the read!

Frances Birungi-Odong

Executive Director – UCOBAC



PROGRAM HIGHLIGHTS

PROGRAM AREA 1: Orphans and Vulnerable Children (OVC)

OBJECTIVE

To promote full development and realization of rights of Orphans and Vulnerable Children in Uganda.



Introduction

Protecting and empowering orphans and vulnerable children (OVC) remains a critical development priority in Uganda. This is strongly emphasized in the Third National Development Plan (NDP III) under the Human Capital Development Programme, which prioritizes inclusive access to quality education, child protection services, and social safety nets as key enablers of sustainable development and Uganda’s Vision 2040.

In alignment with this national strategy, UCOBAC’s 2024 interventions were designed to contribute directly to the NDP III objective of “enhancing the productivity and social well-being of the population.” At the regional level, our work is also guided by Article 20 of the African Charter on the Rights and Welfare of the Child, which mandates all stakeholders to provide special protection and care for children deprived of a family environment, especially orphans.

According to the Uganda National Child Policy (2020), a child is anyone under the age of 18. The policy defines vulnerable children as those living under conditions of serious deprivation, or exposed to violence, exploitation, abuse, or neglect. Orphans are identified as children under 18 who have lost one or both parents (MGLSD – OVC Statistical Report 2017–2018).

The Child Development Project (CDP) aims at unleashing the potential of children and providing an enabling environment at home, school and their communities. The project is informed by a holistic and integrated approach to address the various needs of a child and these focus on four major spheres of influence and power i.e. self, household, institutions and community. CDP being implemented in 10 Government aided schools in Bulesa, Kapyanga and Buluguyi sub counties of Bugiri district.

In 2024, UCOBAC delivered a range of rights based and community centered interventions to advance the well-being and protection of OVCs. These efforts were anchored in Uganda’s national child protection framework and consistent with the country’s obligations under international and regional instruments, including the UN Convention on the Rights of the Child, the African Charter, and relevant national laws.



Pupils of Budibya Primary School in Bugiri District pose for a photo after receiving scholastic materials.

OVC specific areas of intervention include:

- ✓ Strengthening and implementation of Legal, Policy, and Institutional Frameworks for child protection.
- ✓ Ensuring that orphans, vulnerable children and their families access basic essential services package including social economic security, education, health, etc.
- ✓ Strengthen care and support for OVCs.
- ✓ Enhancing capacities of duty bearers, families and communities to provide essential services, care and support to OVCs.



KEY PROGRAM MILESTONES

IMPROVED EDUCATIONAL PARTICIPATION AND RETENTION THROUGH LEARNING SUPPORT

In line with NDP III's focus on inclusive access to quality education and the global commitment under Sustainable Development Goal 4 (SDG 4), UCOBAC supported 558 child ambassadors (281 girls and 277 boys) from ten project-supported schools in Bugiri District with essential scholastic materials including pens, pencils, and exercise books.

This intervention aimed to reduce structural barriers to education among vulnerable children, particularly girls, who are disproportionately affected by poverty and domestic caregiving responsibilities, increasing their risk of school dropout.

In the ten project supported schools in Bugiri District, trained teachers facilitated the establishment of student led peer courts to promote accountability and peaceful conflict resolution among learners. These courts offered a practical and empowering platform for children to exercise agency, resolve conflicts amicably and model responsible behavior. Through this initiative, students not only learned to mediate peer disputes but also developed leadership, communication, and civic responsibility skills that continue to influence their roles within their families and communities.

By improving access to learning materials, the initiative not only enhanced school attendance but also fostered greater academic engagement, confidence, and a sense of belonging among the children. Many Child ambassadors reported feeling more motivated to stay in school and less vulnerable to risks such as child labor and early marriage, challenges that are especially prevalent among orphans and vulnerable children in underserved communities.



A head teacher shares her insights during a teacher training workshop on positive discipline mechanisms, organized at Executive Hotel in Bugiri District.



Teachers engage in group work during a training on positive disciplinary mechanisms at Executive Hotel in Bugiri District.

TRANSFORMED CLASSROOM CULTURE THROUGH RIGHTS BASED DISCIPLINE

A child-friendly school environment is fundamental to promoting both child development and child protection. Teachers play a pivotal role in creating this environment by fostering discipline, setting expectations, and upholding school rules. However, in many cases, punitive measures such as corporal punishment have been applied to enforce discipline, often leading to fear, disengagement, and in some cases, school dropouts.

To address this challenge and strengthen positive approaches to discipline, UCOBAC trained 52 teachers (16 male and 36 female) on child-friendly disciplinary mechanisms as an alternative to corporal punishment. The training emphasized practical strategies such as setting clear expectations, co-creating classroom rules with learners, and applying non-violent classroom management approaches. Teachers also gained skills in nurturing self-regulation, responsibility, and problem-solving among learners.

As a result, participating schools have reported significant improvements in the learning environment. Teachers

are now guiding learners through encouragement and constructive feedback rather than punishment, thereby fostering safer, more balanced, and more inclusive classrooms. This approach has increased learner engagement, improved focus, and enhanced responsibility among children.

One notable innovation emerging from the training is the formation of student courts in sponsored schools. Guided by teachers, learners themselves take the lead in addressing cases of indiscipline. This initiative has not only helped reduce conflict but also empowered students with practical skills in conflict resolution, peaceful dialogue, and accountability. Children are now more confident in exercising self-control, respecting agreed-upon rules, and resolving disputes constructively.

This intervention was aligned with Article 16 of the African Charter on the Rights and Welfare of the Child, which calls for protection from all forms of degrading treatment, and supported by the Uganda National Child Policy's emphasis on building child-sensitive education systems.

STRENGTHENED CHILD-TEACHER TRUST AND HOLISTIC DEVELOPMENT

Through the consistent use of positive discipline and psychosocial support, participating schools reported stronger, more trusting relationships between teachers and learners. Core values such as empathy, mutual respect, and open communication became more prominent in classroom dynamics, leading to improvements not only in academic performance but also in children's overall emotional and social well-being.

Learners developed vital life skills, including emotional

regulation, responsible decision-making, and peaceful conflict resolution all essential for building resilience, especially in contexts marked by poverty and vulnerability. These "soft skills" directly support the goals of the National Child Policy and are in line with the Third National Development Plan (NDP III), which emphasizes nurturing empowered, responsible, and self-reliant citizens as part of Uganda's human capital development strategy.

PROGRAM AREA 2:

Women's Land and Property Rights (WLPR)

OBJECTIVE:

To promote equitable land rights through strengthening women's tenure security and decision making on land

A widow showcases her Certificates of Customary Ownership, officially registered in her name, signifying secure land rights



KEY PROGRAM MILESTONES

ADVOCACY FOR POLICY REFORM AND IMPLEMENTATION

a) The journey to a comprehensive law on marriage in Uganda

For over two decades, Uganda has been on a journey to reform its laws governing the institution of marriage. As such, at least 04 significant yet contentious bills have been presented before parliament. The quest for a comprehensive law is borne by the fact that the Marriage Act, enacted 119 years ago, has since become obsolete. In 2023, the Uganda Women's Parliamentary Association undertook another attempt to draft a new bill, which was tabled in 2024.

Due to the significance of the marriage laws on the rights and well-being of the women that we serve, the Stand for Her Land Campaign partnered with UWOPA to hold lobby and consultation meetings with cultural and gender focal persons of religious institutions, women religious leaders, technical staff of parliament, and the CSOs, among others. This partnership was significant in ensuring that the bill is representative of the views and opinions of the people who represent, work with, and serve the most vulnerable and marginalized groups of society.

In 2025, the committee is set to interact with the public to ensure that the different groups with influence and rights holders make input to the bill. Through the stand for her land campaign, UCOBAC will continue to lobby for the consultations of the grassroots women while ensuring inclusion of the most marginalized to ensure that their views and opinions shape the bill and hence ensure the women's rights are protected both during and after marriage.

b) Increasing funding for the land sector in Uganda.

Adequate and targeted funding is a critical catalyst for dismantling both systemic and structural barriers against secure land rights for the most marginalized groups of society, including women. The land sector has faced chronic underfunding, which frustrates the sustainability of all efforts undertaken to implement and enforce laws and policies that promote and protect secure land rights for all.

In 2024, the Stand for Her land campaign undertook deliberate efforts to advocate for an increase in the budgetary allocation for the land sector. UCOBAC organised three (03) dialogues and two (02) training sessions that focused on the urgent need for increased funding for the land sector, specifically initiatives that secure women's land rights (WLRs). The dialogues brought together a diverse range of stakeholders, including government officials, civil society organizations, women's rights advocates, grassroots women, and community leaders. Key advocacy messages from these engagements underscored the urgent need to earmark resources for women's land rights programming, legal literacy, and service delivery.

The coalition also engaged directly with the National Planning Authority (NPA), a critical body in national development planning and resource allocation. A Civil Society memorandum was submitted to the NPA, advocating for the integration and prioritization of women's land rights in Uganda's Fourth National Development Plan.



A photo taken during the consultative meeting with Gender Focal Persons from various cultural institutions, convened to gather input and foster dialogue on the proposed Marriage Bill.

Stakeholders participate in a roundtable dialogue in Lira, Northern Uganda, highlighting the urgent need for increased funding for land sector initiatives that promote women's land rights.



STRENGTHENING THE AGENCY AND PARTICIPATION OF GRASSROOTS WOMEN IN LAND GOVERNANCE PROCESSES.

In Uganda, women are the primary stewards of land, a resource that sustains the livelihoods of the majority of women, especially those living in rural areas. Women contribute at least 70% of the agricultural labor force. However, women do not own more than 26% of the land in Uganda. The exclusion of women in land governance processes perpetuates inequalities, worsens power imbalances, and increases vulnerabilities. The participation of women is not only a right but also a guarantee of benefits and secure land rights for women. In 2024, UCOBAC undertook deliberate efforts to build the knowledge and agency of women on land governance and promote the participation of women in critical decision-making and engagement spaces at all levels.

a) At the community level, UCOBAC organized a grassroots academy in Karamoja. Strengthening the capacity of grassroots women to participate, assert, and advocate for the rights to land and property and take up leadership and management roles in their communities. This academy introduced 60 women from across the 09 districts of the region to pertinent issues, including: Human, land, and women's land rights; gender and gender norms, power and empowerment, communal land management, and communication, lobbying, and advocacy. Through

this engagement, women developed their advocacy skills, and such they developed a position paper that was presented during the local to local dialogue.

b) At the national level, 01 grassroots assembly was organized to explore strategies for inclusive and sustainable land registration processes in Uganda. The Assembly brought together 91 (20M,71F) grassroots women leaders and duty bearers to dialogue on key pertinent issues limiting women's participation and benefit from land registration processes in Uganda. From this dialogue, it was noted that persistent social and structural barriers, coupled with the wide gender economic gap, are the greatest drivers for women's exclusion in land registration processes, especially in a highly monetized land registration system. This assembly also developed recommendations for addressing the barriers. Participants noted the need for targeted household conversations to shift social and cultural norms and limitations, inclusion of economic empowerment interventions to ensure that women have the financial resources to meet registration costs, and prioritization of multi-stakeholder engagements to address the multi-faceted challenges faced by women.

INTERROGATING AND DISMANTLING DISCRIMINATORY NORMS AND PRACTICES ON LAND

a) A sit-down with Buganda Kingdom's premier, Charles Peter Mayiga, who provided a deeper understanding of the cultural contexts of the Baganda on access, ownership, and control of Land. This podcast provides insights into the norms, customs, and practices that govern land ownership, transfer, inheritance, and control at the individual, family, or clan level. We sought to explore how these norms and practices hinder or support the rights of the Baganda women. The initiative was also an opportunity for the kingdom to document its traditions for future generations.

Owek. Charles Peter Mayiga, Prime Minister of Buganda Kingdom,



b) Formation of a pool of community gender trainers –

As part of the ongoing advocacy efforts to transform discriminatory social norms and practices preventing women from accessing, owning, and controlling land, in 2024, a pool of 15 grassroots women was trained on GTA to secure Women’s Land Rights. After attending the training, the trainers facilitated community conversations with men and women to interrogate discriminatory gender norms in their communities that hinder women from enjoying their rights on land.

Furthermore, a pool of 20 community champions (10F, 10M) in Napak district received a refresher training to enhance their knowledge on the legal frameworks and policies on land and transformation of social and gender norms. As a result of the mentorship, the champions have been able to organize and lead community dialogues on legal literacy in their respective parishes and support communities to transform the harmful social and gender norms around access and decision-making on land.

c) 11 community engagements focused on the transformation of harmful and discriminatory social and gender norms on land were organized and facilitated by the gender trainers. These trained gender trainers subsequently organized 27 community reflection meetings, engaging both men and women in meaningful dialogue and awareness-raising activities. In total, 278 individuals participated in the community sessions, including local leaders, with a breakdown of 186 women and 92 men trained.

d) Promoting the Integration of Gender Transformative Approaches in Land programming and implementation. A Gender Transformative Approaches (GTA) webinar was convened for members of the ILC Regional Platform 4 to deepen learning, share experiences, and best practices for the integration of gender transformative approaches in land governance processes. The webinar sought to trigger the implementation of lessons learned, build and sustain the knowledge and capacity of members to generate ideas, and inform the development of an integration guideline for transformative land rights programs. As a result of the engagements, the platform will develop a GTA institution capacity assessment toolkit that will guide strategic integration steps for each institution.

PROMOTING TENURE SECURITY THROUGH LAND REGISTRATION AND DEMARCATION

Land registration and demarcation programmes have historically not benefited women equally. Traditional land registration systems and tools have largely not been accessible, affordable, and not friendly to women and marginalized groups. As such, there is a need to adopt land registration systems and tools that work for the majority of rural poor, inclusive, and fit for purpose.

In 2024, we embarked on a journey to support the registration of the rights and interests of the small-scale rural farmers in Butaleja district. Using the Social Tenure Domain Model, 1,026 parcels were mapped during this period. In total of 1,122 households from the sub-counties of Mazimasa, Kachonga, Busabi, and Naweyo were supported to secure certificates of customary ownership through this exercise. At least 1,319 women benefited from this exercise, with the majority having their land jointly registered with their spouses and children.

This initiative is in with the National Land Policy (2013) strategy on that provides for the registration of rights under customary tenure in a bid to elevate customary land to a level similar to other land tenures and establish a registry system for these land rights to facilitate tenure security for all, land use planning, food production, and national development.



A round table dialogue on gender inclusive land registration and demarcation at Hotel Africana

ADVANCING LEGAL LITERACY ON LAND-RELATED LAWS, POLICIES AND PRACTICES

a) Community information sessions

This year, UCOBAC rolled out a community-led information dissemination process to promote legal literacy on laws, policies, rights, and responsibilities on land, land registration, and the rights of women and other marginalized groups. Across our various projects, we reached a total of 15,404 people (9759M / 5645F). These engagements significantly enhanced the knowledge and capacity of rights holders to engage, access, and utilize land services. Through these interventions, communities were empowered to undertake positive practices geared towards strengthening tenure security for men and women and ensuring equitable land rights for all. Specifically, communities were mobilized to embrace joint land registration, inclusive decision-making at the household level, and promote meaningful participation of women in key critical decision-making spaces at the community and national levels.

These information sessions were facilitated by the trained project community champions and staff with technical support from district and sub-county technical teams, such as District Land Officers, District Environmental officers, physical planners, gender officers, parish chiefs, community development officers, among others.

Through our interventions, we continue to adopt community-sensitive communication strategies and tools such as IEC materials and flyers to ensure that information reaches the target groups of the communities we serve.

- ✓ In Napak district, 172 community dialogues were conducted in Lorengchora and Nabwal sub-counties, reaching a total of 1120 right holders (280M/ 840F) with key messages on social norms transformation, legal information on land access, ownership and control, land management and administration and conflict resolution.
- ✓ In Butaleja district, specifically in the sub-counties of Mazimasa, Naweyo, Kachonga, and Busabi, 22 meetings were held, reaching a total of 1,263 (739M/524F) with information on customary land registration and legal information on access, ownership, transfer, and control of customary land in Uganda. Through these interventions, at least 297 youth, 209 elderly persons, and 41 people living with disability participated and benefited from these interventions.
- ✓ In Kaliro and Namutumba, 122 meetings were held, reaching a total of 7,011 community members (2,315F/4,696M). with information and messages on land laws, policies, Certificates of customary ownership, and women's rights to land.



Women Leaders' Assembly held in Kiboga District

- ✓ In Kiboga, 23 parish-level and 107 village project sensitization meetings were held. Through these sessions, a total of 6010 (4044M/1966F) community members were reached with key messages on rights and responsibilities of tenants and landlords on mailo land rights, processing of a certificate of ownership, transfer and management of mailo land and the various laws and policies that promote and protect rights of women, children and other marginalized groups. At least 95 of the people reached were people living with disability. To promote the peaceful co-existence of landlords and tenants, 05 landlord-only meetings were organized to mobilize and empower landlords with knowledge on how best they can collaborative co-exist with their tenants. These efforts facilitated the mapping of at least 8,000 bibanja parcels.

b) Leveraging the power of media

- ✓ 03 TV talk shows and 14 radio talk shows (08 Napak/ 02 Kiboga/04 National) were organized to share learnings from the community and empower communities beyond project sites with information on the legal and policy frameworks governing land in Uganda, registration of the various land tenures in Uganda, and the various intersecting laws and policies. Furthermore, radio spots were adopted to popularize critical project messages and mobilize communities for action. At least 107 spot ads were run during this reporting period.
- ✓ **Media land café** — A two-day training for parliament journalists under their umbrella body, Uganda Parliamentary Press Association, was held. The training aimed at enhancing the capacity of the journalists to write compelling and nuanced stories on Land and Women's Land Rights. Journalists were particularly taken through the details of the

marriage bill with the major aim of helping them understand the contents of the bill and their justifications so that they can write compelling stories. A total of 28 journalists were trained.

✓ **The monthly brain teasers — Trivia Friday challenge-** In partnership with the Citizen report, a renowned online platform that engages in civic education in a fun way. we ran weekly brain teasers on women's land rights on Twitter. The quizzes aimed at enhancing citizens' legal literacy on the various laws and policies on land, women's land rights, and current affairs related to land. The quiz had a total reach of 80,000 X users engaging with the posts and quizzes, while over 118,000 viewed the posts.

✓ **Podcasting for Change -** As part of our efforts to raise awareness about women's land rights and land governance, we continued our podcast series, Her Land O'clock. The podcast captures experiences, practices, and lessons related to land governance. In commemoration of the International Rural Women's Day, we had a conversation with Ms. Agnes Kirabo, the Executive Director of Food Rights Alliance, to discuss the critical role secure land rights play in women's economic development and food production. In this podcast, Ms. Agnes emphasized the need for continued capacity building and designing context-specific programs and tools that work for the rural women to enable them to access financial resources, food production, utilization of the various digital innovations and nourishing nature.

c) **Leveraging partnerships**

Uganda actively participated in the 8th Land Awareness Week that was organized in Busoga Sub-Region by the Ministry of Lands, Housing, and Urban Development in partnership with the CSO land actors. The long week event ran under the theme "Promoting Land Rights and Land Use for Inclusiveness and Sustainable Development," focused on educating the public. The various events focused on educating the masses, especially women and other marginalized groups, on their land rights.

During the week, the S4HL campaign held 04 community dialogues in Bumanya, Namwiwa and Naiwaikoke sub-counties in Kaliro district. These dialogues, which were attended by over 1000 people, aimed at creating awareness on Women's Land Rights, customary land registration and legal frameworks, and policies on land and the intersecting issues such as family laws. These engagements and community interactions helped in

demystifying legal narratives, addressing persistent challenges that limit equitable access, ownership, and control of land in the region.

d) **Street opinions on women's land rights**

During the Land Awareness week in Kaliro, we engaged boda boda cyclists in a street quiz to pick their thoughts about Women's Land Rights and whether they would bequeath land to their daughters and wives. From the quiz, it was noted that the majority of the men are unwilling to bequeath land and other assets to their daughters and wives they feel the girls would get married and concentrate on the other family, while their wives would remarry and hand over property to another man, respectively.

e) **Youth and land rights**

01 engagement with the youth at Kyambogo University was held to raise awareness and educate the university students about the existing legal frameworks and structural opportunities for youth inclusion and participation in land governance processes. A total of 220 students (125 Females and 95 Males) from the department of political science and public administration attended the dialogue. Students were also engaged in a fun-filled street quiz aimed at testing their knowledge about land rights and views on how best they can be involved in land governance processes. The coalition collaborated with a youth-led organisation called Youth Advocacy and Development Network Uganda (YADNET) to hold this engagement.

f) **Taking the message to the markets**

03 dialogues were organized with market women to educate and raise awareness about women's land rights and the challenges they face regarding access, ownership, and control of land. This is so because market women do not often get time to attend the normal community sensitization meetings, which leaves them illiterate about the laws and processes through which they can secure their land rights. The sessions saw 92 women market vendors from three major city markets in Kampala, including Kalerwe, Kosokoso, and Nakawa participate in insightful discussions. The session was facilitated by a senior land management officer from the Ministry of Lands, Housing, and Urban Development, who guided the women through key aspects of land law, rights, and responsibilities. During the dialogues, it

became clear that the majority of the market women were unaware of their rights to land. These engagements were organized in collaboration with Allied Workers Association, one of the S4HL coalition members.

STAKEHOLDER ENGAGEMENT AND CAPACITY BUILDING

a. Building knowledge and skills of land Actors

During this reporting period, a total of 515 land actors (231M/142F) received training on the various land legal and policy frameworks and processes, and capacity building in delivering gender responsive land services. Specifically, land actors at both district and sub-county levels received training on the legal and policy framework governing land in Uganda, registration of customary land, land mapping software like STDM, gender and women's land rights, inheritance and marriage laws, the roles of the various land management institutions, mediation, and their complementarity. Key actors trained included the officers in the Natural Resource Department, the District land board members, gender officer, members of the Area land Committee, lower-level physical planning committee members, parish chiefs, sub-county chiefs, community development officers, and lower council chairpersons.

At the district level, the training adopted a Training of Trainers (ToT) approach to ensure scalability, continuity, and sustainability of project outcomes. Whereas the district trainings are facilitated by the Ministry of Lands, Housing, and Urban Development, the trainings for the sub-county teams are conducted by the district technical staff. The training also facilitated shifts in perceptions, behaviours, and attitudes on women's land rights to transform socially held discriminatory social norms on land rights.

- ✓ As part of our backstopping role in Rubanda under the AGRIP project, a pool of 13 TOTs (8M/5F) was trained and equipped with knowledge and skills in land administration and management, conflict resolution, gender and natural resource management, physical planning, public finance mechanisms, and adult learning principles. Participants also received a practical training on the application of STDM in land registration and demarcation. In addition, a total of 161 (108M/ 53F) sub county leaders including the Area Land Committee members, sub county ADR committee, parish chiefs, sub county physical planning committee, sub county chief, community development officer, sub county chairperson received a training facilitated by the district ToTs on the legal framework of CCO processing and Alternative Dispute Resolution.
- ✓ In Butaleja, the district technical staff, such as the physical planner, surveyor, and cartographer, received practical refresher training on the Social Tenure Domain Model (STDM). This included customizing forms, collecting, importing, and editing field data, and generating CCOs. A total of 41 land actors (26M/15F), including 10 youth and 9 elderly persons.



Officials from MLHUD, UCOBAC and Rubanda district pose for a photo at the end of an inception meeting

- ✓ In Kaliiro, A total of 7 Area Land Committees for Namwiwa, Buyinda, Bumanya, Namugongo, Bukamba, Nansololo, and Namwiwa TC sub-counties, the District Land Board, and technical staff at both sub-county and the district levels received training on gender transformative land governance. Guided by the Securing Your Family's Future (SYFF) course, the training focused on influencing and stimulating changes to perceptions, behaviors, and practices of the leaders and transforming some of the long-held beliefs around access, use, ownership, and control for men and women on customary land. The training positively influenced the perceptions, behaviours, and practices of these leaders. A total of 158 people, including 89 males and 69 females, participated in this training.
- ✓ In Napak 02, trainings were conducted targeting Parish Chiefs, religious leaders, clan heads, key opinion leaders, and the local council leaders in the sub-counties of Lorengchora and Nabwal. Participants received training on the land legal frameworks and policies, gender, and dialogued on the social and gender norms on land as well as mediation to enhance their capacity and ability to provide gender responsive land administration and justice. A total of 142 (116M/26F) were trained.

b. Engagement of religious leaders

Church leaders play a significant role, especially in solving land conflicts. They are also one of the most preferred points of reference for women, and hence making it critical for them to have a good understanding of the laws and policies that govern land in Uganda and the rights of women, children, and people living with disability. As such, 01 engagement with catholic church leaders was held to increase their understanding of the legal frameworks and policies on land, Women's Land Rights, and the various property rights, recognizing the influential role they play in their communities.

This event, which was organized in partnership with LUCOHECO and the Peace and Justice Department of the Catholic Church, brought together 64 church leaders (35W/29M) from Lubaga Cathedral Parish. This dialogue also served as a critical first step in building a partnership with the church to advocate for women's land rights, utilizing its respected position to amplify the campaign and promote positive change in communities.

c. Voices of the stakeholders

This year, we held a podcast with the Senior Land Management Officer for Mityana District to understand and gather insights into the knowledge, attitudes, and perceptions of duty bearers within land management institutions regarding gender and women's land rights. This podcast not only provides an opportunity to understand the foundation for the mandate of the duty bearers to protect and uphold rights for everyone, but also highlights entry points for supporting the various land actors to provide gender responsive services.

d. Community accountability platforms

A total of eight (04 in Butaleja and 04 in Napak) community accountability engagements were organized. 04 local-to-local dialogues were convened to strengthen government commitment towards the implementation of gender responsive legal frameworks and policies on women's land rights. These meetings were attended by 1028 community members (399M/459F). They also attracted the participation of the Stand for Her Land regional ambassadors in the Karamoja sub-region. Key issues raised by women included: exclusion from Decision-Making at both the household and community level, land-related gender-based violence, limited access to timely justice, strongly entrenched social and gender norms on access, ownership, and decision-making on land, high levels of poverty, and, above all, the highly male-dominated traditional communal land governance structures.

e. Strategic dialogues

Two round table discussions were held to discuss gender inclusive land registration and demarcation and sustainable land rights registration. The meetings were attended by participants from different interest groups, including: grassroots rights holders, landlords, Land management institutions, MLHUD, and CSO partners. A total of 72 participants (31M/ 41F). These dialogues aimed at exploring and confronting underlying issues inhibiting the realization of women's land rights, sharing experiences and lessons to inform policy and practice for gender inclusive land registration and demarcation on Mailo land.

As such, participants identified challenges and actionable recommendations for policymakers, practitioners, and other relevant stakeholders to address including; gender data gap on the ownership of land, insufficient budgetary allocations to the land sector, identifying and closing gaps in the laws that prevent the full enjoyment of land rights especially for women, poor mindset and limited capacity among stakeholders to address issues under minding full realization of women land rights. Recommendations are aligning legal frameworks with cultural practices to support equitable land rights, transforming attitudes among men and women regarding land ownership, especially at the household level, and advocating for more resources for building the capacities of land administration institutions. capacity building trainings.



Engagement underway as a participant contributes during the project inception meeting in Butaleja District.

COMMUNITY-LED MEDIATION AND GENDER RESPONSIVE LAND JUSTICE

In Butaleja, a total of 202 community leaders (64F/138M) received training on alternative dispute resolution, with a focus on mediation. This training was facilitated by the justice, law, and order sector and brought together members of local councils, in the respective sub-counties, clan leaders, traditional/cultural leaders, opinion leaders, religious leaders, Area Land Committee Members, Sub-county chiefs, District Community Development Officer (DCDO), the Senior land Management Officer, wetland mediation committee members in the respective sub-counties and UCOBAC volunteers. After this training, 12 mediation committees were constituted at the parish level and 04 at the sub-sub-county level. As a result of the intervention, community leaders successfully resolved 12 of the 16 reported disputes, representing a 75% resolution rate. The remaining 04 cases were referred for further action and out of these, 03 were forwarded to the respective clans for customary resolution, while 01 was referred to the Senior Land Management Officer for technical handling.

In Kiboga, 05 land conflict mediation committees (01 per Sub-County comprising 05 members each) were constituted and trained. The main objective was to facilitate timely and gender responsive delivery of land justice. A total of 25 members were trained and facilitated

to conduct meditation sittings in their respective sub-counties. The committees comprised of: 01 chairperson, LC3, 01 SACAO, 01 ALC chairperson, 01 community legal volunteer, and a 01 respectable community member such as a religious leader. From the 40 mediation sittings, 83.7% of the 311 land cases documented were resolved (69F/129M)

In Napak district, 02 trainings targeting local leaders, including the traditional leaders, the Parish Chiefs, religious leaders, clan heads, key opinion leaders, and the local council leaders were conducted. The trainings aimed at enhancing the knowledge on land legal frameworks and policies, gender, and mediation so as to enhance their capacities to act on their mandate and provide gender responsive land justice. A total of 13 (116M/26F) participants were trained. As such, the leaders supported the community champions to resolve a total of 21 cases out of the 36 cases that were documented.

These capacity-building interventions enriched participants' knowledge and skills in community-based mediation and on effective and culturally sensitive land dispute resolution based on internationally accepted best practices.



Community members of Naloret village in Nabwal subcounty, Napak district convene for a local to local dialogue on Women Land Rights on June 27th, 2024

EVENTS AND CONFERENCES

- The 1st national symposium on Land Governance, held at Parliament in May, under the theme “Securing Land Rights to Support Climate Change Adaptation and Food Systems .” This event focused on how insecure Land tenure systems undermine communities’ ability to engage in climate resilience practices and sustain food systems.
- The Knowledge Café on Women’s Land Rights; The organization participated in a hybrid Knowledge Café organized by ACFODE and partners, focused on advancing women’s land rights and economic empowerment in Uganda. The session provided a platform for key stakeholders, including community leaders, policymakers, and civil society actors, to share experiences, discuss challenges such as male entitlement perceptions and limited access to financial resources for women, and identify practical solutions to strengthen women’s tenure security. Our engagement in this forum contributed to knowledge sharing, visibility of our work, and the promotion of actionable strategies to enhance women’s access to land and property rights.
- Regional women’s gathering in Eastern Uganda under the theme “Women and Girls Leading Against Hunger and Malnutrition.” The event served as a commemoration of Women’s Day, aiming to assess advancements in tackling gender inequalities and to amplify women’s voices, experiences, contributions, and challenges in combating food insecurity and malnutrition within communities.
- The Stand for Her Land Global Webinar. We participated in the Stand for Her Land (S4HL) Global Webinar, a pivotal event that convened representatives from S4HL coalitions worldwide, including Uganda. The webinar focused on advancing women’s land, housing, and property rights, emphasizing the need to bridge the gap between legal frameworks and their practical implementation. Discussions centered on strategies to empower grassroots women, promote gender-transformative approaches, and enhance advocacy efforts for equitable land rights. This engagement provided valuable insights and reinforced our commitment to advocating for secure land tenure for women in Uganda.
- The National Dialogue on Rangeland policy management in Uganda - 04 grassroots women were supported. The convening sought to discuss issues faced by pastoralist women and propose tangible solutions to empower the communities through activities centered on land rights, resource mobilization, and advocacy. The event also acknowledged the necessity of managing rangelands by implementing a comprehensive Rangeland Management and Pastoralism Policy for Uganda.
- Commemoration of the International Rural Women’s Day - 02 Grassroots women leaders and one member of the RP4 steering committee were facilitated to attend
- The regional Platform 4 Chairperson participated in the development of guidelines to advance WLRs in Africa. A convening spearheaded by UNECA.

IN THE OTHER NEWS

- ✓ Hosted a delegation from the UN-HABITAT Land Use Planning office in Nairobi. The team was on an educational mission to develop the land use planning aspect of the project and to contribute to global knowledge. They aimed to understand the processes and key factors needed to advance beyond wet-land management planning.
- ✓ Hosted representatives from the Netherlands Embassy and officials from their Ministry of Foreign Affairs in Butaleja district. The team aimed to assess progress in project implementation, understand emerging issues and trends, and determine whether activities are demand-driven by the community or politically motivated, as well as their scalability.
- ✓ Hosted a field learning experience for SIDA representatives in Butaleja district. The goal was to understand the project interventions, challenges faced, and possible solutions.
- ✓ Participated in the Land at Scale Uganda partner’s reflection workshop. This event brought together implementing partners to review the strategies used in rolling out the project and to share lessons learned so far. The reflection culminated in consolidating the project outcomes achieved to date, both in terms of knowledge production and impact.

PROGRAM AREA 3: Climate Change and Resilient Livelihoods (CCRL)

OBJECTIVE:

To build resilient communities to effects of climate change



A project participant, Paul Lobi from Zone 5B in Palabek Settlement, with her newly acquired energy-efficient cookstove.

Introduction

Climate change poses a significant challenge to Uganda's sustainable development, necessitating coordinated efforts to build resilient communities. The Uganda National Climate Change Act, 2021, defines climate change as "a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability observed over comparable time periods." This definition aligns with the United Nations Framework Convention on Climate Change (UNFCCC).

Uganda's National Climate Change Policy (NCCP) aims to ensure a harmonized and coordinated approach towards a climate resilient and low carbon development path for sustainable development in Uganda. The policy emphasizes the importance of integrating climate change considerations into national development processes, promoting sustainable development and a green economy.

The Third National Development Plan (NDP III) serves as the strategic roadmap for Vision 2040, with a strong focus on climate change adaptation and sustainable natural resource management. It emphasizes increasing forest, wetland, and tree cover; strengthening land and water governance; enhancing ecosystem restoration; and reducing vulnerability to climate-related and disaster risks. The plan prioritizes improving land administration including digitizing land registry and customary land registration, restoring degraded forests and wetlands, promoting climate-smart agricultural practices, and improving institutional coordination across sectors to enhance resilience and sustainable development.

In alignment with national frameworks, in 2024, Uganda Community Based Association for Child Welfare (UCOBAC) implemented projects under the Climate Change and Resilient Livelihoods (CCRL) program to strengthen community resilience to climate shocks. By advocating for the implementation of agricultural laws and policies, promoting Climate-Smart Agriculture, agroforestry, community resilience planning, and enhancing women's participation in agri-business and value chains, the program contributed substantively to the implementation of NDP III and the realization of Uganda's climate change objectives.

KEY PROGRAM MILESTONES

IMPROVED LIVELIHOODS AND ENVIRONMENTAL OUTCOMES THROUGH CLIMATE-SMART PRACTICES

Through targeted trainings in Palabek refugee settlement in Lamwo district, UCOBAC improved community knowledge and practical application of climate smart agriculture and sustainable farming techniques. Participants acquired practical skills in kitchen gardening, soil conservation, and wetland preservation enabling them to grow food more efficiently and sustainably. These participants were also trained on tree planting and management, equipping participants with the skills needed to grow and maintain fruit-bearing trees for improved nutrition and income generation. After the training, 2,160 fruit tree seedlings (pawpaw, passion fruit, and orange) were distributed among the participants. By the end of 2024, over 50% of the seedlings had a good survival rate in Zone 6, zone 9 and host community, contributing to food security and environmental restoration in the community. As a result of the trainings, many participants reported increased agricultural yields and a shift towards sustainable practices. For instance, one of the participants from Zone 5A, shared that, "Learning about kitchen gardening has changed how I grow food. Now I can produce vegetables for my family and sell the surplus for income. It has changed my life.

- In an effort to promote environmental sustainability and reduce firewood consumption, UCOBAC distributed 600 Lorena energy-efficient and saving stoves accompanied by training on energy conservation in Zones 5A and 5B. The intervention aimed at mitigating deforestation and improving household air quality. It's important to note that the adoption of the stoves successfully improved cooking efficiency, reduced the daily firewood consumption and improved health outcomes due to reduced indoor smoke.

IMPROVED FOOD SECURITY BOTH AT SCHOOL AND HOUSEHOLD LEVEL

- In Bugiri district, UCOBAC provided school meals to a total of 8,703 children (4,333 girls and 4,370 boys), which notably improved their concentration and engagement in the classroom. This initiative led to increased school attendance and a reduction in dropout rates, particularly among female learners. The provision of regular meals also served as an incentive for parents to send their children to school, ensuring that children attend for both nourishment and learning.

Concurrently, UCOBAC supported 100 farmers (50 women and 50 men) by providing agricultural inputs and training in modern farming techniques, including integrated pest and disease control, post-harvest handling, use of farmyard manure, and water

conservation. This empowerment enabled parents to increase crop yields, thereby enhancing household food security and nutrition.

- In Lamwo district's Palabek settlement, UCOBAC distributed 600 bags of sweet potato vines and 600 kilograms of soybean seeds to 600 participants, including 87 persons with disabilities. These biofortified crops were selected for their nutritional benefits and adaptability to local conditions. Beneficiaries have integrated these crops into their diets, improving nutritional intake and generating surplus for sale, which bolsters economic resilience. One recipient shared, "With these crops, I can feed my family better and sell the excess to meet other needs."



Project participants from Podolo Village in Palabek Refugee Settlement pose proudly with their seeds, received as part of a livelihoods support initiative.



A grassroots woman makes her submission during the Eastern Regional Women's Gathering on Agri-Food Systems held in Mbale District

NETWORKING, COALITION AND PARTNERSHIP BUILDING

Partnerships and networks have been successfully strengthened at the national, regional and global level to mitigate the impact of climate change. Today, women are pushing for a collective agenda on climate change mitigation through holding National Community Practitioners' Platform (CPP) meetings that rally together other like-minded organizations and partners including; Food Rights Alliance (FRA), Climate Action Network – Uganda (CAN-U), CSBAG, OXFAM Uganda, and the Ministry of Water and Environment for collective action.

Today, grass roots women are being positioned as change agents and environmental activists who are supplementing government efforts in fighting environmental degradation, food insecurity and poverty. Grassroots women are also able to apply Huairou Commission tools including; Community mapping of their vulnerabilities, risks and opportunities to tackle issues of climate change and disaster risk reduction. The Local-to-Local dialogue tool has empowered grassroots women to engage with their local leaders and hold them accountable for their actions on climate change and resilience.

AWARENESS CREATION ON CLIMATE CHANGE EFFECTS, ADAPTATION AND MITIGATION MECHANISMS

The widespread reach of messages on women and climate change adaptation and resilience, has led to increased community awareness on climate change effects, adaptation and mitigation measures, thus enhancing women's participation and empowerment in building resilient communities that are able to adapt and mitigate disaster risks and shocks.

As a result, grassroots women were able to use the local-to-local community dialogue sessions to influence

the budgeting process to cater for their needs especially on environmental protection. This resulted to a higher budget allocation for environmental conservation and women led practices meant to protect it including; the purchase and supply of improved crop seeds and tree seedlings, in addition to intensifying extension services to the rural women

The advocacy has also led to many women benefitting from the funding initiatives run by the Government of Uganda.



Grassroots women participate in the Eastern Regional Women's Gathering on Agri-Food Systems, aimed at amplifying their voices and roles in sustainable food systems.

MOBILIZATION AND FORMATION OF WETLAND MANAGEMENT COMMITTEES

With support from the Natural Resources and Environment Officer, **06** sensitization dialogue meetings were held on the wise use of the wetland. The meetings were held in the wetland communities of Dumbu, Buleka and Magoje in Busabi sub-county, Butaleja district and were attended by **960** community members (595M, 365F) including; **251** youth, **13** PWD, and 49 elders.

During dialogues, the concept of community participation in the protection of the wetland was emphasized and participants reflected on the dangers accruing from poor management of wetlands including; reduced crop production and floods among others. The dialogues resulted in the selection of 30 community own persons from each sub county to be part of the wetland management committee.

STRENGTHENED COMMUNITY-LED WETLAND GOVERNANCE STRUCTURES

15 wetland management planning trainings were conducted in the communities of Bulega, Dumbu, and Magoje, reaching **90** direct wetland users (**63 men and 27 women**), including crop farmers, papyrus harvesters, hunters, and fishermen. The sessions also engaged secondary and tertiary stakeholders such as LC1 chairpersons, religious leaders, school representatives, sub-county leaders, parish chiefs, and extension workers.

The trainings enhanced participants' skills in stakeholder mapping, resource and problem analysis, conflict resolution, visioning, and objective setting. Through participatory tools like transect walks, communities deepened their understanding of sustainable wetland

use and the ecological significance of wetlands for biodiversity, water regulation, and climate resilience.

As a result, communities were empowered to take an active role in protecting and managing their wetland resources, including setting-up and enforcing local conservation practices. **03** wetland management plans were developed and executive wetland users' management committee established. The efforts have culminated in the effective management of wetlands due to the good relationship created among key stakeholders including; community members, local authorities, and the government.

CAPACITY BUILDING ON WETLAND MANAGEMENT PLANNING

A total of **60** participants (33M, 27F) were trained on the processes, benefits, and registration of wetland user associations. They were introduced to the legal framework governing community wetland user associations, participatory and inclusive wetland management, and action planning for forming and operationalizing community wetland users' associations. Their capacity was also built on managing group dynamics and financial literacy. The trainings were attended by key stakeholders including; the wetland

management committees, sub-county local leaders namely; LC1, LC2, and LC3 chairpersons, environment officers, planners, and representatives of community groups involved in wetland activities such as farmers and fishermen.

As a result, in Butaleja district three (**03**) community wetland user associations were formed and registered as community-based organizations. The associations were also supported to develop their constitutions.

CAPACITY BUILDING ON CLIMATE RESILIENCE AND LIVELIHOOD EMPOWERMENT

960 community members (693F, 267M) in Lamwo district (Palabek Refugee Settlement) were trained on climate and livelihood related issues including climate change adaptation, sustainable agricultural practices, natural resource management, energy saving technologies, sustainable farming practices such as agroforestry, tree planting, and use of organic pesticides and alternative income generating activities such as kitchen gardening, beekeeping, and crafts. The objective was to enhance sustainable livelihoods while promoting environmental conservation and climate resilience.

As a result of the trainings, participants reported improved knowledge on environmentally friendly practices, diversified livelihood options, and increased capacity to cope with climate induced shocks such as prolonged drought. Community members started adopting improved farming methods, using energy efficient stoves, and participating in group-based livelihood initiatives. The trainings contributed to the enhancement of food and income security among vulnerable households.

SKILLING AND ECONOMIC EMPOWERMENT

In Lamwo district, six (**06**) months vocational training was conducted for **75** youth (40F,35M), including 62 persons with disabilities, in the marketable fields including welding and metal fabrication (09 M), catering and institutional management (06 F), mechanics motor vehicle repair (04M), fashion and design (09M, 28F), computer studies (01 M) and cosmetology and hair dressing (12M, 06F).

As a result, participants reported increased self-reliance and confidence to start businesses. Augustine, a 35-year-old trainee in welding, said that,

“ *The training opened my eyes to new career options and gave me the confidence to pursue them.* ”



Students from Palabek refugee settlement attending the first class in tailoring and garment cutting from Arch Bishop Janani Loum Vocational School

IMPROVING NUTRITION AND FOOD SECURITY THROUGH WOMEN LED CLIMATE SMART AGRICULTURE

60 grassroots women in Bugiri district enhanced household food and nutrition security through the adoption of climate-smart agricultural practices. These included the cultivation of drought resistant crops such as beans and cassava, as well as greenhouse farming techniques enabling year-round production of high value vegetables like tomatoes. This shift has resulted in increased household food availability and surplus produce for market sale, leading to improved incomes and revitalization of women-led saving groups. Consequently, participating women now have greater financial access and autonomy.

Beyond improved livelihoods, grassroots women have emerged as local change agents, actively contributing to the fight against environmental degradation, food

insecurity, and poverty. Utilizing participatory tools from Huairou Commission such as Community Mapping to identify vulnerabilities, risks, and local assets, and Local-to-Local dialogues to engage leadership, they have built stronger community resilience against climate change and disaster risks. These tools have empowered women to meaningfully engage with local authorities, advocate for sustainable development, and hold duty bearers accountable.

This initiative not only strengthens the adaptive capacity of rural women but also positions them as central actors in advancing SDG 2 (Zero Hunger), SDG 13 (Climate Action), and Uganda's National Climate Change Policy objectives, contributing to more inclusive and sustainable rural development.

LIVELIHOODS AND ECONOMIC EMPOWERMENT

In Bugiri district livelihoods were significantly enhanced through the Village Savings and Loans Association (VSLA) trainings in business planning, record keeping and financial management. A total of **487**(349 F, 138 M) members acquired more knowledge, and confidence to control finances in their households. Participation in VSLAs has led financial resilience of the members. They are in position to assess their financial standing, assess the financial goals, re-think their investment, reduce expenses by setting up budgets for expenses. VSLA Participants are economically frugal and granular about their finances.

More women were empowered to gain economic independence, decision making power in their homes and a stronger voice in their communities. Women have taken up leadership positions in the different VSLA groups and this has boosted their confidence and leadership skills in the community. For example, most of the secretaries in the different VSLA groups are women. Also, VSLAs acted as a safety net for members in times of crisis by providing members with access to funds for essential needs. This mostly helped women who are faced with barriers to accessing formal loans.

100 (50M, 50F) participants were also provided with start-up capital and these started small scale businesses that they can easily manage. VSLAs have enabled community members to save, easily access loans, and make investments thus eradicating poverty in the communities of Bulesa, Kapyanga and Buluguyi sub counties, women in particular have financial autonomy.



VALUE CHAIN IMPROVEMENT

The initiative enhanced women's access to local, regional and global value chain improvement particularly in the area of agriculture with key interest on coffee and the food crop economy including, cassava and rice; by strengthening their organizations and capacity to engage key stakeholders to improve the quality and packing of their products. Stakeholders engaged include both those in the private and public sector to put in place more of inclusive policies and constituencies on production practices.

In addition, the capacity of women especially small holder farmer groups in Bugiri, Jinja and Kabong was strengthened and this has enabled them participate in leadership and benefit from trade and value chain. They

were equipped with negotiation skills, policy analysis and advocacy, and market and price assessment. Through the training in advocacy, small scale farmers have been able to tackle structural or systemic barriers in the society that perpetuate poverty, entrench marginalisation, promote discrimination, and increase vulnerability.

Engaging both the private and public entities has enabled farmers including women tap into existing opportunities to increase their output. They have participated in Government programs and accessed credit from different initiatives including; the parish development model and emyooga.

PARTICIPATION IN AGRICULTURAL TRADE AND COLLECTIVE ENTERPRISES

UCOBAC supported **20** Civil Society Organizations (CSOs) to participate in agricultural trade and have collective enterprise to market and sell their produce. As a result, smallholder farmer producer groups are selling their farm produce collectively leading to better prices and returns. This has helped mitigate challenges associated with sole proprietorship.

This initiative has also helped mobilize and organize small-scale food producers in agribusiness value chains. As a result, grassroots women small-holder farmers have been able to influence key stakeholders to support and cause change in attitudes, policies and practices for grassroots women to freely participate and benefit from agricultural value chains.

FORMATION OF COOPERATIVES



Members of the Bugiri District farmer cooperative display their registration certificate, reflecting progress towards institutional strengthening and market participation.



The farmer cooperative group in Bugiri District convenes to explore opportunities for improved agricultural practices and income generation.

A total of **600** Small-scale producers in Bugiri, Jinja and Kabong districts were supported to form and benefit from cooperative societies. As a result, three (**03**) farmer cooperative groups have been successfully formed and registered. This has helped increase their bargaining power and improved business relationships with other value-chain actors. Cooperatives have also enhanced civic space and supported producers to organize and

mobilize against human right abuses in the agricultural value chain process.

In addition, women producers, young entrepreneurs and vulnerable communities will benefit from the better organization and having a stronger voice to advocate for a number of issues including; increased access to affordable credit, quality of inputs and services/ markets and above all better regulation of the sector.

PROGRAM AREA 4:
**Sexual and Reproductive
Health and Rights (SRHR)**

OBJECTIVE:

To promote and protect women and young people's sexual and reproductive health and rights.



Introduction

Sexual and Reproductive Health and Rights (SRHR) are fundamental human rights encompassing the ability to make informed decisions about one's sexuality and reproductive health, free from discrimination, coercion, and violence. According to the World Health Organization (WHO), SRHR includes the right to access services and information related to sexual and reproductive health.

The Government of Uganda (GOU) aims to ensure that every individual attains the highest standard of sexual and reproductive health. This goal is articulated in the National Policy Guidelines and Service Standards for Sexual and Reproductive Health and Rights Draft, Fourth Edition, August 2017. These guidelines outline the framework for delivering comprehensive SRHR services across the country.

UCOBAC's SRHR program is aligned with national

priorities to enhance access to comprehensive information and services for women, youth, and adolescents. The program strengthens the capacity of stakeholders to deliver high-quality adolescent health interventions, including menstrual hygiene management, teenage pregnancy prevention, maternal care, family planning, prevention and treatment of STIs/STDs, and psychosocial counseling, among others.

Beyond service delivery, the program actively combats harmful cultural practices such as child marriage, while promoting community-based caregiving models that recognize and support the care economy. Through research, advocacy, and sustained stakeholder engagement, UCOBAC has informed SRHR policy and contributed to legal and policy reforms, thereby creating a more enabling environment for the realization of SRHR for all.

KEY PROGRAM MILESTONES

CAPACITY BUILDING ON SEXUAL AND REPRODUCTIVE HEALTH AND RIGHTS

a) Bugiri district:

A total of **25** adult mentors (24 females and 1 male) were trained on Sexual and Reproductive Health and Rights (SRHR) to enhance their capacity to provide accurate guidance and counselling to adolescents on key topics such as communication skills, menstrual hygiene, teenage pregnancy, STDs/STIs, adolescence, and puberty. As a result, mentors demonstrated enhanced knowledge, increased confidence in addressing adolescent SRHR issues, and contributed to the strengthening of community-based support systems for adolescents seeking SRHR information and services.

Adolescents were empowered with Sexual and Reproductive health (SRH) knowledge and skills through the health activities like SRH school outreaches, training of girls in SRH through children clubs dubbed as safe space groups. The SRH information and services that they acquired helped them to make informed decisions about their sexuality, bodies and relationships. Adolescents especially the girls exercised their rights such as the right to delay marriage and refuse unwanted sexual advances



Pupils at Namagonjo Primary School being empowered with SRHR knowledge and skills, including the crafting of reusable sanitary towels, during a dynamic school out.

as less numbers of school dropout due to pregnancy, child marriage and coupling were registered by the schools. This reduced health risks, teenage pregnancy and child marriages in the community.



Adult mentors from Bugiri District engage in hands-on group work, learning to make reusable sanitary towels during an SRHR training at Bugiri Executive Hotel.

Through safe space groups, **2000** girls were trained on Menstrual Hygiene Management and they acquired skills in making reusable sanitary towels for both domestic and market consumption. This has helped girls to fulfil the unmet demands for menstrual hygiene products and develop healthy habits like changing their pads regularly and disposing them responsibly. It has also helped to destigmatise menstruation taboo and dispel dangerous myths and misconceptions. Understanding menstrual hygiene practices has helped to create empathy among learners and create a conducive learning environment. Senior women teachers from the different schools reported that after their interactions with the boys, they are more supportive to girls on their periods unlike before when they laughed and mocked such girls.

The health activities like making of reusable sanitary towels met the menstrual health needs of the adolescent girls and promoted privacy. Today more girls go on their period without other people noticing since these no longer soil their dresses. This contributed to less stigma among school going girls and increased their confidence. As a result, girls were able to attend school and participate in all school activities on a regular basis thus, reducing the rates of teenage pregnancy, school absenteeism, child marriages that are partly caused due to poor Menstrual Hygiene Management.



An adult mentor contributes to discussions during a capacity building training on Sexual and Reproductive Health and Rights (SRHR) in Bugiri District.



b) Lamwo district (Palabek refugee settlement):

36 Community Peer Educators (CPEs) (21 females, 15 males) were trained on adolescent SRH and 30 health and social workers (13 males and 17 females) were trained on adolescent and friendly youth services.

2 SRHR outreaches were held with **306** community members (255 females, 51 males) in attendance, **20** community dialogues were conducted reaching **4,032** people (1,254 males, 2,011 females) and **11** learning sessions reaching **867** community members with a focus on adolescents and youth (443 females, 424 males). From the community engagements, contraceptives distributed included 1,782 condoms, 44 Sayana press injections, 16 implants, 4 Jadelle implants, and 3 oral contraceptive pills.

As a result, the SRHR capacity building sessions led to increased awareness and adoption of SRHR services among women and youth. Notably, **42%** of targeted beneficiaries in the reproductive age group adopted family planning methods despite persistent cultural barriers. The sessions also enhanced knowledge of SRH, particularly in family planning and teenage pregnancy prevention, enabling better-informed and healthier choices.



ELIMINATION OF GENDER-BASED VIOLENCE (GBV)

A total of seven **(7)** community awareness sessions, including dialogues and learning engagements were conducted in Palabek refugee settlement to sensitize social structures and the broader community on gender equality and Gender Based Violence. These reached **493** participants (306 females and 187 males) and contributed to shifting social norms, enhancing community responsiveness, and strengthening local-level accountability in the prevention of violence.

To amplify these efforts, UCOBAC actively engaged in the commemoration of the 16 Days of Activism Against GBV. This included participation in community-level celebrations and the coordination of a targeted radio talk

show to extend messaging to broader audiences. These engagements served to deepen public understanding of GBV, enhance solidarity in prevention efforts, and promote collective responsibility in addressing violence.

In addition, three **(3)** awareness trainings were conducted on inclusive Sexual Gender Based Violence (SGBV) prevention and referral pathways targeting both women and men. The trainings reached **519** participants (347 females and 172 males), leading to improved community-level capacity to identify and respond to GBV, strengthened understanding of survivor centered approaches, and enhanced utilization of referral services.



A community member expresses his views during a sensitization meeting focused on transforming social norms in Butaleja District.

INSTITUTIONAL SYSTEMS STRENGTHENING DEPARTMENT

STRATEGIC OBJECTIVE:

To build a strong and sustainable institution to effectively and efficiently operate and deliver organization's services.



Preamble

The Institutional Systems Strengthening Department serves as the engine room of UCOBAC, ensuring that the organization remains resilient, accountable, and well-positioned to deliver on its mission. Recognizing that strong systems are the foundation of sustainable impact, the department works to streamline processes, enhance governance structures, safeguard resources and foster a culture of accountability and learning across all levels of the organization.

The department is organized into four interrelated sections:

Systems and Compliance: This section focuses on strengthening governance and operational systems, developing policies and procedures, and ensuring adherence to national laws, donor requirements, and international standards. By improving efficiency and compliance, it safeguards the integrity and sustainability of UCOBAC's operations.

Advocacy and Communications: This section enhances the organization's visibility, credibility, and influence. It amplifies community voices, packages evidence for policy advocacy, and builds strong relationships with stakeholders at local, national, and international levels. Through strategic communication, UCOBAC not only tells its story but also positions itself as a thought leader in advancing women and children's rights.

Monitoring, Evaluation, Accountability and Learning (MEAL): This section provides the evidence base for decision-making. It tracks progress, measures results, and promotes adaptive learning to continuously improve program quality. Through strong accountability and evaluation mechanisms, it demonstrates the impact of UCOBAC's work to stakeholders and reinforces trust with partners and communities.

Finance and Administration: This ensures prudent management of the organization's financial and human resources. The section provides robust financial planning, budgeting, and reporting systems that guarantee accountability and compliance. In addition, it manages human resources and administrative support, creating an enabling environment where staff can thrive and deliver programs effectively.

Together, these four sections form the institutional backbone of UCOBAC. They ensure that the organization is not only compliant and transparent but also strategically positioned to influence policy, communicate impact, safeguard financial and human resources, and deliver transformative programs. By investing in institutional strengthening, UCOBAC continues to build a sustainable foundation for long-term growth, credibility, and effectiveness in advancing the rights and welfare of women and children.



Photo taken during UCOBAC AGM held at Esella Hotel

KEY DEPARTMENT MILESTONES

A) SYSTEMS AND COMPLIANCE

REVIEW AND DEVELOPMENT OF ORGANISATIONAL POLICIES AND FRAMEWORKS

In 2024, UCOBAC undertook a comprehensive review and development of its key organisational policies and governance frameworks. This initiative was part of a broader effort to strengthen institutional capacity, promote good governance, and ensure full compliance with both national and international standards. The review was driven by recent changes in the legal and policy environment including amendments to company law as well as internal organisational shifts in focus, structure, and programming.

The review aimed to align the organisation's internal frameworks with current best practices to enhance transparency, accountability, and operational efficiency across all levels of the organisation. These policies will serve as vital tools in guiding ethical decision-making, safeguarding vulnerable groups, managing risks, and supporting strategic direction.

The policies that were developed and reviewed include;

- **UCOBAC Constitution:** In response to the evolving legal environment and internal institutional developments, UCOBAC undertook a review of its Constitution in 2024. This review was driven by the need to align the organization's governing framework with recent changes in national company laws, particularly those affecting the registration, governance, and operational structures of not-for-profit entities. Additionally, the process took into account significant organizational-level changes, including shifts in programming and operational priorities.

The revised Constitution reflects current legal requirements and best governance practices, ensuring enhanced accountability, transparency, and compliance. It also provides a clearer governance structure, defines roles and responsibilities more precisely, and strengthens the foundation for effective leadership and decision-making within the organization.

This constitutional review was part of a broader institutional reform initiative aimed at reinforcing UCOBAC's commitment to good governance, legal compliance, and sustainable development.

- **Data Protection Policy:** This policy was developed to ensure secure, and ethical handling of personal data within the organisation. This will help the organisation to comply with legal and regulatory requirements in data protection which requires organisation's protect sensitive information from unauthorized access or misuse, and build trust among clients, staff, and partners. It will also promote accountability, clarify internal responsibilities, support risk management, and enhance the organisation's overall efficiency with the current data protection laws.
- **Risk Management Policy:** This policy was developed to provide a structured and consistent approach for identifying, assessing, managing, and monitoring potential risks that could affect the achievement of the organisation's objectives. It provides a framework to help the organization proactively address uncertainties, reduce the likelihood and impact of adverse events, and take advantage of opportunities.
- **Safeguarding Policy:** This policy was reviewed to reinforce measures for protecting vulnerable individuals and ensuring a safe working environment. The policy also reflects UCOBAC's commitment in upholding the dignity, rights, and well-being of every individual it engages with, directly or indirectly. It also provides a structured framework for preventing, identifying, reporting, and responding to safeguarding concerns involving adults. The policy also ensures that all staff, volunteers, and partners understand their roles and responsibilities in maintaining a safe and respectful environment for beneficiaries and colleagues alike.
- **Child Protection Policy:** Review of this policy was necessitated due to the UCOBAC's commitment in safeguarding children from all forms of abuse, neglect, exploitation, and harm. Its primary function is to ensure that all children who come into contact with the organization whether directly or indirectly are protected and treated with dignity, respect, and care. The policy also provides

clear guidelines for staff, volunteers, partners, and other stakeholders on how to recognize, prevent, report, and respond to child protection concerns. It also establishes procedures for safe recruitment, conduct, and engagement with children, ensuring that child rights are upheld in all organizational activities and programs.

- **Code of Conduct and Ethics Policy:** It was developed to guide the board, management, staff, volunteers and consultants in their day-to-day interactions, decision-making, and representation of the organization. It promotes a work culture grounded in respect, integrity, non-discrimination, and zero tolerance for any form of misconduct, including abuse, harassment, exploitation, or corruption.
- **Board Governance Manual:** The purpose of developing this manual was to outline the roles, responsibilities, and procedures of the board of directors. It serves as a reference tool to ensure

effective governance, accountability, and alignment with the organization's mission and strategic objectives. The manual promotes consistency in board practices, enhances decision-making, and helps maintain transparency and integrity in the organization's leadership and oversight functions.

- **UCOBAC Strategic Plan (2020-2024).** This plan provided a clear roadmap for advancing the rights and welfare of women, children, and vulnerable communities in Uganda. It focused on four program areas which included; child protection, women's land and property rights, sexual and reproductive health and gender-based violence rights, and food security, livelihoods and climate change resilience. The plan aligned UCOBAC's work with national goals and international standards, guiding program delivery, resource mobilization, and organizational strengthening. As the plan period came to an end, there was need to embark on a review process to assess its progress and inform future strategic directions.

GOVERNANCE ACTIVITIES

In 2024, UCOBAC upheld strong governance practices through a series of structured internal engagements and decentralized initiatives aligned with its annual work plan and governance calendar. The organization convened four (4) Senior Management Team meetings, four (4) Board meetings, and four (4) general staff meetings throughout the year. These quarterly meetings facilitated effective decision-making, performance reviews, and strategic alignment across all organizational levels, ensuring cohesive implementation of programs and policies.

In addition to these regular engagements, UCOBAC successfully held its Annual General Meeting (AGM). This convening provided a platform for the members

to assess accountability, stakeholder engagement, and reflection on the organisation's progress and future direction.

The major significant milestone included the operationalization of the District Affiliate Committees (DACs) across the organisation's operation areas. To reinforce decentralized governance and amplify community voices, two representatives from each district were selected to serve as focal points. This structure has strengthened feedback mechanisms between grassroots stakeholders and the national secretariat, promoting enhanced community participation and localized accountability within UCOBAC's programs.

CAPACITY BUILDING FOR STAFF

As part of institutional capacity strengthening, two (2) staff training sessions were organized focusing on climate change and money laundering. The climate change training focused on community vulnerabilities, adaptation strategies, and environmental risk reduction which contributed to the organization's climate resilience efforts. The money laundering training enhanced staff capacity on financial compliance, risk detection, and adherence to legal and regulatory frameworks, bolstering transparency and alignment with government and donor anti-corruption requirements.



ESTABLISHMENT OF THE UCOBAC STAFF WELFARE FUND

To promote employee well-being, financial security, and internal cohesion, UCOBAC established a Staff Welfare Fund in 2024. A dedicated committee was formed to manage the fund and held an inaugural meeting, during which a resolution was passed to open a bank account with Centenary Bank as the official banking partner. The

committee also developed by-laws governing the fund and initiated a membership registration process which successfully onboarded 17 staff members. This initiative aims to boost staff motivation thereby supporting organizational stability.

STAFF RETREAT AND TEAM BUILDING

To promote teamwork, motivation, and reflection on the year's achievements, UCOBAC organized a two-day staff retreat in 2024. The first day featured internal dialogue sessions with staff, while the second day

focused on wellness and team bonding. The retreat provided an opportunity for staff appreciation and strengthened interdepartmental cohesion, contributing to a supportive and productive work environment.



UCOBAC Staff members participating in various group activities during a staff retreat held at Revonia Hotel

(B) ADVOCACY AND COMMUNICATIONS

In 2024, UCOBAC enhanced its institutional visibility, public engagement, and policy influence through a strategic advocacy and communications approach that blended traditional storytelling with modern digital platforms. The department played a central role in amplifying community voices, documenting project impact, and supporting evidence-based advocacy across all program areas. Below are the key milestones and outcomes achieved during the year:

STRENGTHENING INSTITUTIONAL ACCOUNTABILITY THROUGH STRATEGIC PUBLICATIONS

UCOBAC successfully coordinated the development and dissemination of key reports that enhanced transparency and fostered institutional learning. These included the production and distribution of the 2023 Annual Report,

which was shared with development partners, board members, and stakeholders to showcase organizational achievements. In addition, four (4) Quarterly Board Reports were submitted, providing updates on projects.

REVITALIZING STAKEHOLDER ENGAGEMENT THROUGH NEWSLETTERS

In an effort to strengthen stakeholder engagement and advance information sharing, UCOBAC produced and disseminated two editions of its institutional newsletter, **“The MouthPiece”**. Each edition amplified voices from project participants in the field, providing a platform for reflection, learning, and dialogue with government actors,

development partners, and grassroots organizations. This initiative enhanced institutional visibility and reinforced stakeholder confidence through consistent, transparent, and evidence-based communication on project outcomes and impact.

EXPANDING DIGITAL ADVOCACY AND ONLINE PRESENCE

In 2024, UCOBAC significantly expanded its digital footprint, maintaining an active presence across Twitter/X, Facebook, Instagram, YouTube, LinkedIn, and WhatsApp. The department implemented two campaigns:

Stand for Her Land (S4HL): A global campaign that sought to advance women’s land rights by addressing the persistent gap between law and practice. The campaign positioned grassroots women at the center, amplifying their agency, political voice, and gender-equal participation in land governance.

Care Economy: A campaign that promoted recognition of unpaid care work and advocated for equitable social support systems.

Through these initiatives, UCOBAC achieved more than **41,800 impressions/views** and **1,500+ engagements** across its digital platforms. These results strengthened public participation, enhanced institutional visibility, and broadened community dialogue around critical advocacy themes.

LEVERAGING TRADITIONAL MEDIA AND CIVIC TECH FOR PUBLIC DIALOGUE

The department utilized both conventional media and civic technology to reach wider and more diverse audiences. In total:

Twenty-eight (28) radio talk shows were conducted across various districts, addressing critical issues including women’s land rights (WLRs), gender equality, child protection, sexual and reproductive health, and climate resilience. These broadcasts served as a strategic platform to raise public awareness, foster community

dialogue, and strengthen knowledge dissemination on key social and development issues.

Five (05) podcasts were conducted, three of which focused on identifying and transforming harmful and discriminatory practices affecting women’s land rights, while the remaining two addressed capacity needs within land administration and management institutions to promote gender-responsive land services.

22 media stories across print, television, radio, and online platforms were published, highlighting UCOBAC's work in promoting land tenure security and advancing climate resilience.

- A strategic partnership was formed with Citizen Report Uganda, a civic tech platform, to co-produce engaging digital content aimed at civic education on land rights and governance.

STRENGTHENING INTERNAL COMMUNICATIONS AND DOCUMENTATION

To support institutional learning and program reporting, the communications team undertook the following initiatives:

Developed branded communication tools including PowerPoint presentation templates, reporting formats, and other branded materials, which streamlined internal processes and promoted consistency in institutional messaging and reporting.

Provided real-time communication support during

monitoring visits, trainings, radio talk shows, and community dialogues, the team provided on-the-spot communication support through professional photography, detailed note-taking, and live updates. This ensured timely capture and dissemination of evidence, learning, and impact stories from the grassroots.

These activities enhanced organizational coherence, strengthened brand identity, and ensured the availability of high-quality documentation for advocacy, learning, and donor reporting.

(C) MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING

During this reporting period, UCOBAC undertook deliberate steps to strengthen the organizational Monitoring, evaluation, accountability and learning systems with the overall aim of enhancing organizational efficiency, effectiveness and strengthened evidence and results-based management.

The specific interventions undertaken included:

(i) Development of a new strategic plan (2025 – 2030) to guide UCOBAC programming in the next five years: This activity involved hiring of an external consultant to lead the process while being supported by UCOBAC program teams. From this process, three strategic program areas were identified to guide UCOBAC programming in the next five years. These programs areas are:

- Child rights and protection
- Women's land and property rights
- Climate change and resilient livelihoods

At the moment, this new strategic plan is in the final stages of development.

(ii) Organizational MEAL Plan (2025 – 2030): The development of the new strategic plan included the development of a new organizational Meal plan, with clearly defined Key performance indicators (KPIs). These KPIs will guide periodic data collection that will enable UCOBAC to use this collected data to assess progress, measure impact, identify and address challenges, make informed decisions and new plans.

(iii) MEAL Policies: During this period, the MEAL department led the process of developing a new organizational MEAL policy. This document which is currently in final draft form will guide the development of the relevant M and E frameworks and procedures that will help to strengthen the organizational M and E systems.

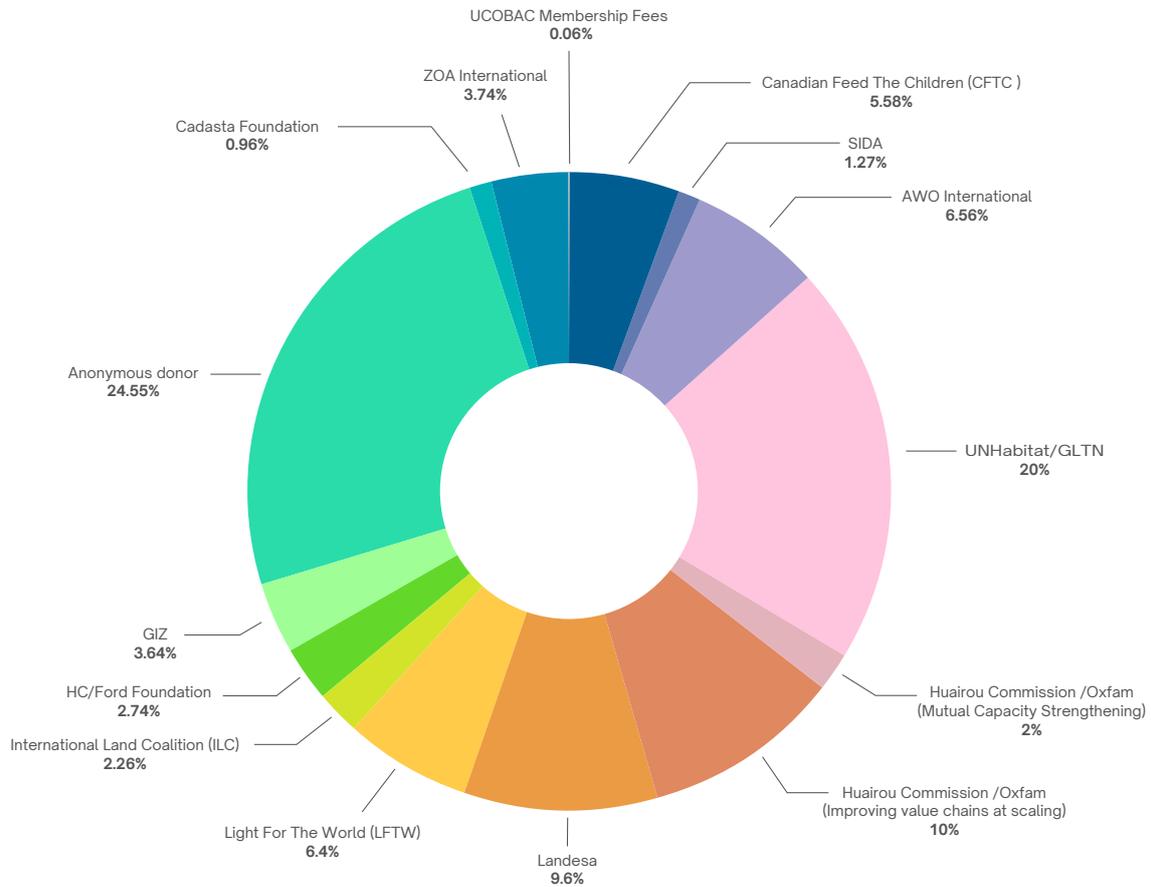
(iv) Projects and program progress review meetings: UCOBAC strengthened its projects and Program delivery and adaptive learning processes through conducting structured field support monitoring visits, holding program/project progress reviews with key stakeholders undertaking internal planning sessions. These efforts enhanced program and projects efficiency, effectiveness, transparency, fostered stakeholder ownership and informed evidence-based adjustments to implementation

(D) FINANCE AND ADMINISTRATION UCOBAC FINANCIAL STATEMENT

FIGURE 1: Incomes and expenditures 2024

	Notes	2024	2023
		Ushs	Ushs
Income			
Balance brought forward	20(i)	617,506,462	398,370,156
Income Transfers for the year	20(ii)	4,550,116,532	3,022,026,926
Total Income		5,167,622,994	3,420,397,082
Expenditure			
Staff Costs		1,035,174,591	755,976,959
Operational Costs		160,563,095	179,634,193
Consultant's Costs		430,002,369	307,116,345
Travel Expenses		356,814,093	220,211,413
Training/Study/Workshop/Meetings		1,095,783,902	1,258,487,141
Advocacy		90,579,800	-
Program Costs		277,129,570	51,512,950
Capital equipment Costs		690,727,755	29,951,619
Total Expenditure		4,136,775,176	2,802,890,620
Surplus		1,030,847,818	617,506,462

FIGURE 2: Contributions from Funding Partners



FUNDING PARTNER	PERCENTAGE
Kinvia (formally known as Canadian Feed The Children)	5.58%
SIDA	1.27%
AWO International	6.56%
UNHabitat/GLTN	20%
Huairou Commission /Oxfam (Mutual Capacity Strengthening)	2%
Huairou Commission/Oxfam (Improving value chains at scaling)	10%
Landesa	9.6%
Light For The World (LFTW)	6.4%
International Land Coalition (ILC)	2.26%
HC/Ford Foundation	2.74%
GIZ	3.64%
Anonymous donor	24.55%
Cadasta Foundation	0.96%
ZOA International	3.74%
UCOBAC Membership Fees	0.06%

Partners

WITH GRATITUDE to our partners



REPUBLIC OF UGANDA



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