

# ANNUAL REPORT

2005



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## EXECUTIVE SUMMARY

As a result of the recommendation of the External Evaluation 2005, which recommended that an Organizational Capacity Assessment be carried out, the year was characterised by minimum activities. This was in preparation for the exercise which process took too long and thus a setback in terms of fully fledged projects and programs.

Despite the challenges, this annual report covers programmes and activities carried by Slum Aid Project (SAP) during the year 2005. The report is divided into 6 main sections that include the introduction, implementation of programs, monitoring and evaluation, achievements, challenges, lessons learned, the way forward and conclusion and lastly the annual financial report.

On behalf of SAP, I would like to extend sincere gratitude to all those who have contributed towards the smooth running of the organization namely: the Government of Uganda (GoU) for providing a conducive policy atmosphere, the donors who include Global Fund for Women, Bread for the World, Oak Foundation, World Population Foundation, and the 9<sup>th</sup> EDF Civil Society Capacity Building Program, collaborating agencies, community leaders, women and children at the grassroots level and SAP personnel.

In addition, I would like to welcome the Global Fund for Women to the family and sincerely appreciate their support that enabled SAP go through the second half of the year successfully. Despite the challenges, SAP has remained standing to serve by fighting against gender based violence, child sexual abuse and exploitation, and addressing reproductive health especially HIV/AIDS in slum communities of Kampala.

To all those not mentioned I say,

THANK YOU.

Clare Nkirirehe  
**PROJECT COORDINATOR**

## SECTION I: INTRODUCTION

### 1.1 Introduction

This section contains details of international and national events that had an impact on SAP. They include the Domestic Relations Bill, and the Women's Conference in Washington.

### 1.2 Socio-Political, Environmental And Economic Situation

#### 1.2.1 The Domestic Relations Bill

Since 2004, the women's movement under the umbrella of Uganda Women's Network (UWONET), and making the use of other channels did make an effort to take advantage of the current political transitional period to push for the enactment of the Domestic Relations Bill (DRB), but this was not possible. Instead the Bill was shelved again citing other urgent matters to attend. Therefore there is still work for the 8<sup>th</sup> Parliament in this regard. The Bill seeks to protect the family including the parents and children. It is aimed at addressing marriage, separation and divorce to lead to stable family relationships.

The Moslems led a demonstration against the Bill stating that it is not in line with the Islamic law and the Koran. However, the women's movement noted that it was mainly the men that went out of their way to organize the demonstration. Thus a meeting was organised with all religious leaders. The Christians did give their views that were different from those of the Moslem leaders. The debate continues.

#### 1.2.2 Redesigning Of ABC Drive

Due to the openness and political will in the fight against HIV/AIDS in Uganda, the prevalence rate has been reported to be reducing from 15% in the early 1990s to approximately 7% in 2006. Emphasis has also been placed on the adoption of the Abstinence, Condom Use and Be faithful (ABC) strategy.

It has also been reported by the Health Survey carried out in 2002 that 800,000 people in Uganda are living with HIV/AIDS. As a result 60,000 people are to participate in the WHO strategy that is bound to begin later in the year.

### 1.3 Organizational Development

The organization was characterised by limited staff members who were joined by two volunteers to ease the workload while preparing for the Organizational Capacity Assessment (OCA) and Reform. The following took place:

#### 1.3.1 Human Resource

This mainly took the form of capacity building by two agencies as elaborated below:

##### a. Institutional Development

###### ❖ Proposal Writing and Financial Reporting

The Project Coordinator and the Accountant underwent a proposal writing training in December 5 - 7, 2005 at Tick Hotel, Kawempe, Kampala District. The 9th European Development Fund Civil Society Capacity Building Program organized the training aimed at building the capacities of 60 CSOs that had responded to their call for proposals and had successfully passed the preliminary stages.

The purpose of the workshop is to enable ANPPCAN support SAP improve a Domestic Violence Project proposal that was submitted to the Civil Society Capacity Building Program for in August 2005.

The seven member CSOs training thus led to the submission of the full proposal that would be assessed and if it meets the selection criteria would winning funds amounting to UGX 158,000,000 to implement a project titled '*Strengthening Support Groups Fight Against Gender Based Violence in Slum Communities of Kampala District*' for a period of one year.

##### b. Personnel

This involves staff members who left during the year and those who joined the ORGANIZATION:

- ❖ Mr. Joseph Ssuuna, a Steering Committee member since 2003, resigned with effect from April 1, 2005. He left Uganda to join PELUM, an international NGO based in Lusaka, Zambia.

- ❖ Ms. Dorothy Nakyanzi, secretary/assistant administrator resigned from the organization with effect from August 4, 2005. She left to join the Uganda Protestant Bureau. She however, submitted her resignation on the afternoon of her departure i.e. August 3, 2005 despite having been reminded to submit it earlier.

#### **1.4 External Relations And Networking Activities**

These activities were carried out with SAP donors, partners, stakeholders and government line ministries.

##### **1.4.1 World Population Foundation**

WPF commissioned an evaluation in August 2004 to assess the impact of its support and relevance on SAPs programs with a view to providing indications for future collaboration and sustainability. The major recommendation of the evaluation among others included the following:

This prompted a long debate on the undertaking of an Organizational Capacity Assessment (OCA). The workplan, budget, Terms of Reference a profile for advertising and the selection criteria for the consultant (s) were drawn.

##### **1.4.2 Bread for the World**

During the preparation process of the OCA, SAP worked hand in with the Transfer of Functions, Mr. Ronald Kitanda. He provided technical support into the Terms of Reference (TORs) and the Profile as well as professional advice.

##### **1.4.3 Oak Foundation**

Mr. Marriam Fassil held a meeting with SAP Steering Committee and staff members on December 14, 2005 to get an overview of the general situation of the organization. The meeting was attended by nine (9) members (3 females and 6 males) following were the major outcomes of the meeting:

- a. There is need to increase the number of Steering committee members to ease decision making and also tap a number of human resources.
- b. Communities are in urban slums where they survive hand to mouth, when there is no major activity; times are very hard for them with an increase in the violation of human rights.

- c. The OCA would provide a clear picture of the strategies for reform for the organization.

#### 1.4.4 Global Fund for Women (GFW)

SAP received an Action Grant of \$ 8,000 on July 25, 2005 in from the Global Fund for Women to strengthen the interventions under the gender based violence program in the areas of Katwe, Kisenyi II, Naguru, Wandegeya and Nakulabye.

The funds went a long in sustaining the organization while preparing for the Organizational Capacity Assessment. It also contributed to the expansion of the donor base, which is one of the strategic objectives 2005 - 2009. SAP appreciates the funds that assisted more than 50 women and 30 children in the slum communities that are mentioned above.

Ms. Ahbeck, a photojournalist from GFW visited SAP slum communities on November 2005 and took photographs of SAP activities for a documentary that she was to produce for GFW.

### 1.5 Government and NGO relations

Networking being one of the major activities of the organization, this was done with both government and NGO stakeholders in the following ways:

#### 1.5.1 Government Relations

- a. Ministry of Health

Under the HIV/AIDS program, a total of 90,000 condoms were received from the Ministry of Health AIDS Control Program.

#### 1.5.2 NGO Relations

These took the form of meeting and workshops as well as short courses:

- a. Domestic Relations Bill (DRB) Coalition

- ❖ SAP is a member of the DRB coalition that is currently coordinated by the Uganda Women's Network (UWONET) continued to lobby Government of the enactment of the DRB. This was a promising venture for women at a time when presidential campaigns were going on. The strategy was to from the women's critical and thus the importance of the DRB.

- ❖ SAP attended a three-day workshop on the Constitutional Amendment Bill organized by UWONET at Colline Hotel ,

Mukono. The theme of the workshop is: *Civil Society it is time to be heard!* The workshop discussed and highlighted some of the implications of the propositions in some of the clauses in the Constitutional Amendment Bill on the live of women and men in Uganda. Crucial to SAP was the women representation in Parliament, election of women and women's rights.

- ❖ UWONET invited the Project Coordinator and the Chairperson to a quarterly Executive Director's and Chairperson's Forum at on February 11, 2005 at Fairway Hotel, Kampala. The purpose of the meeting was to share experiences and get to know each other as members of the network.
- ❖ SAP was invited with three members form the communities to attend a workshop by UWONET organized under the project "*enhancing the participation of women's groups in the constitutional review process*"; focusing on how the process impacts on women and the role that civil society plays. The workshop took place on March 10 - 11 2005 at Hotel Equatoria, Kampala.

b. School of International Training (SIT)

SAP hosted 9 American students (7 females, 2 males) from the SIT during the year 2005. The students were studying the gender issues that arise in SAP activities and felt that the knowledge was invaluable. They were made to appreciated the underlying caused of DV, operations of SAP in the struggle against DV as well as the cultural values that contribute towards the increasing trend of DV in the communities.

c. Child Labour:

ANPPCAN organized a group consultation meeting on child labor aimed at developing a national advocacy strategy on Child Labour in Uganda. SAP presented a paper on child sexual abuse and exploitation and the SAP program with the young girls in Kibuli, Wabigalo, and Kisenyi II Parishes. The meeting is took place on Wednesday 25, November 2005 at Regency Hotel - Bakuli.

## SECTION II: THE DOMESTIC VIOLENCE PROGRAM

### 2.1 Introduction

The staff members and community volunteers undertook minimum activities alongside the process of the Organizational Capacity Assessment and Reform. Key Community Volunteers continued to handle cases in communities, report to SAP and source for funding for their Community Based Organizations (CBOs). Although SAP had planned to have five CBOs this was not achieved, the two established in Katwe and Nakulabye have continued operations in the areas of HIV/AIDS and piggery respectively.

Owing to the challenges in implementation of programs, SAP spent the year planning for the Organizational Capacity Assessment and Reform exercise that would provide for the way forward under the Strategic Plan 2005 - 2009.

### 2.2 Planned activities

SAP has continued to implement her thematic program of Domestic Violence at policy and community level. The following activities were planned at the beginning of the year:

- i. 40 video shows
- ii. 40 community discussions
- iii. Production and dissemination of IEC materials
- iv. 3 newspaper supplements
- v. Indexing DV and CSAE cases
- vi. Condom distribution
- vii. Identification and follow up on cases of DV/CSAE and RH issues
- viii. Offering emergence relief to clients, referrals, counselling and mediation, indexing cases of DV and CSAE
- ix. Website hosting
- x. Networking,
- xi. Organizational Capacity Assessment
- xii. Meetings at the Secretariat, Steering Committee and community levels
- xiii. Staff Performance Appraisal
- xiv. Report writing.

## 2.3 Activity Implementation

The following activities minimum activities were undertaken to further support the thematic program of Domestic Violence and Child Sexual Abuse and exploitation. SAP was constrained by funds and many of the planned activities were not implemented.

### 2.2.1 Campaigns against Domestic Violence and Child Sexual Abuse and Exploitation

#### a. Community Discussions

Twenty community discussions out of the planned 40 community discussions on DV, CSAE, HIV/AIDS and RH issues were held in the communities of Kisenyi, Wandegeya, Naguru, Nakulabye, and Katwe. This centred on the thematic program of domestic violence and the issues that arise concerning reproductive health, HIV/AIDS, child abuse and exploitation, literacy and ignorance, and human rights in general. Community members have found them useful in that they are able to openly talk about their experiences and the need to protect their rights.

It has been established the major problems that are faced by these people include poverty, which is the biggest contributing factor to domestic violence.

#### b. Video Shows

Twenty (20) domestic violence, CSAE, HIV/AIDS and reproductive health video shows. They were attended by 800 people giving their views on health. Tapes included

- ❖ School Canteen, mainly focuses on life skills for the youth and the need to protect themselves from HIV/AIDS
- ❖ Consequences,
- ❖ Time to Care,
- ❖ More Time,
- ❖ Tears,
- ❖ The Convict and
- ❖ Anointed.

They mainly focused on the causes of DV, its forms, and plans to counter the problem, HIV/AIDS, condom use and behavioural pressure, and girl friend/ boy friend relationships. Video shows have been found educative and do attract a big numbers of people. These shows are free of charge encouraging the participation of the youth who make up a third of the population in the slums.

c. Production and dissemination of IEC materials

Through the support of Global Fund for Women, this activity started with a visit to the communities to find out what messages they would like to be developed as an urgent with a particular focus on AP's programs.

d. Condom distribution

86,672 condoms out of the planned 140,000 were distributed in the seven areas of SAP's operations through community volunteers. They trained community members in the proper condom use who in turn educate others.

The objectives of condom distribution included reduction of early and unwanted pregnancies, prevention of HIV/AIDS/STIs infections, child-headed families that may result into child neglect, CSAE and domestic violence in general. They are provided by the Ministry of Health and distributed by SAP with the major aim of combating HIV/AIDS in these areas where 40% of the population are low-income earners.

e. Home Visits

These were much fewer and were 30 in total compared to the 50 the previous year and that were not documented. This was attributed to the fact that minimum activities were being carried out. In addition, counselling, mediation and emotional support to survivors of domestic violence were carried out.

### 2.2.2 Support Care/Rehabilitation and the CSAE program

This was a very challenging activity in the year due to the fact that planned activities for the girls were not implemented and thus those that were on the waiting list for various trainings did not attend any. These was a big blow to the girls owing to the fact that they could not be kept busy and therefore not engage in sex work.

a. Vocational Skills training

Under the Child Sexual Abuse and Exploitation Program, the girl child was closely protected and supported. SAP continued to pay for tuition fees for three girls at Centenary Vocational Training School. They are training in catering, screen printing and tailoring. 8 girls have attained

computer skills while 27 went for hairdressing. Of the computer girls, 1 girl is working in a synthetic hair-packing factory, 2 enrolled for training in nursery teaching while another is working in a restaurant. In the hairdressing group, 2 have small salons, while the others operate from their home. They have requested SAP to set up a salon for them to earn a living.



*Ms. Hadja Nanfuka, 24 years, conducting her hairdressing business in Kisenyi II Parish*

b. Counselling

A total of 30 (26 females, 4 men) survivors were counselled during the year in the communities and at the Secretariat. The number was bigger but to the minimum activities carried out, the records were not adequately prepared. Two of the female clients were resettle in their home villages while 5 were reconciled with their husbands. Two women were involved in property cases with their in-laws in Nakulabye Parish. They were referred to the Land Office for further assistance. However, the property cases have not yet been concluded.

c. Emergency Relief

Only 10 clients were provided with ERF, as a result of the limited funds received last year. Many of the community members went without financial assistance and could only benefit from counselling

sessions and the one-to-one with the Community Volunteers. However, Ms. Cissy Kwagala, an orphan girl whose mother was an active member living with HIV/AIDS was facilitated by SAP and her foster parents. Mrs. And Mrs. Luyima to attend formal education.

### 2.2.3 Lobbying and advocacy

#### a. Information, Communication and Technology

SAP website was constructed and its domain name is running and is often updated to give information on the current activities of DV and CSAE. It is a publicity and information tool.

#### b. Networking:

SAP joined the membership of UWONET, a membership women's Organization. In the same light, the organization is a member to Uganda NGO Forum where SAP has been able to secure a registration certificate from the NGO forum and a computer acquired at a subsidised fee under their project known as "Computer for Development".

Membership to other organization has enabled SAP add her voice in the advocating for the Domestic Relations Bill especially under the transition period. Advocacy on the Land Bill was also accomplished with the acceptance of the clauses that favour co-ownership of land among spouses. Another opportunity was seen in the maintenance of the Equal Opportunities Act.

## SECTION III: MONITORING & EVALUATION

### 3.0 Introduction

Planning for 2005 was done in November 2004 using the Strategic Plan 2005 – 2009 as the guiding document. It was observed that the challenge that lay ahead was the need to fundraise for the new strategic plan that paved way for new programs like operationalization of the temporary shelter, changing from a predominantly service delivery organization to playing the role of a facilitator for the grass roots and putting in place an advocacy strategy.

### 3.1 Monitoring

SAP staff members, Steering Committee, Key Community Volunteers (KCVs) and Community Volunteers (CVs) carryout M&E on an ongoing basis. Monitoring was done through discussions, observations; home visits to follow up our clients, meetings, on spot visits to CVs and review of documents. In addition, forms and registers were used to monitor organizational development and community work e.g. distribution of condoms check lists for both the communities and the Secretariat (this includes the details of the distribution by gender and age and feedback from condom users), register for DV/RH clients, home visit forms, daily staff register, Steering Committee meetings register, daily clients monitoring forms, monitoring forms for field events and field work by staff, newspaper monitoring sheets (for indexing), Weekly field activity schedules, attendance registers for both staff and community events and Minutes of meetings that have taken place.

#### 3.1.1 Meetings

These were held to review organizational issues, program implementation, accomplishments, constraints, experiences, lessons learnt and lay strategies for the following period. The meetings included:

##### a. Steering Committee Meetings (SC)

Eight SC meetings were held and presided over by the Chairperson. These were attended by five members (three females and three males) until the departure of one member, Mr. Joseph Ssuuna in April 1, 2005. Mrs. Florence Ochago, a lawyer by profession was brought on board to fill the gap.

As a result, of these meetings the following were achieved:

- ❖ Annual work plan and budgets under the Global Fund for Women were confirmed,

- ❖ Staff welfare and other contentious issues
- ❖ Meetings with officials from the development agencies,
- ❖ Hiring of a Consultant to prepare SAP accounts 2004 for auditing.
- ❖ Initiation and finalization preparation and planning for the Organizational Capacity Assessment process were in November 2005. The OCA process facilitated the development of the Terms of Reference (TORs), Profile to advertise for OCA consultancy services, OCA workplan, OCA budget and the selection criteria

b. Management meetings

Twelve (12) management meetings chaired by the Project Coordinator were held on a fortnightly basis aimed at addressing administrative and program related issues. Issues discussed were related to remuneration, fundraising and re-visiting the workplan in view of the limited funds and the upcoming Organisational Capacity Assessment.

c. Staff Meetings

Four (4) staff meetings took place and were attended by ten (10) staff and two volunteer (5 men and 5 women). Staff meetings are meant to provide a forum for staff members to discuss administrative issues pertaining to organizational development and staff welfare as well as provide updates on activities.

d. Weekly Program Meetings

Twenty meetings attended by Project Coordinator, and nine (9) staff (3 male, 6 female) attended the meetings. Program staff did the filing of the minutes of the proceedings of the meetings. Through monitoring and evaluation of planned and actual implementation of activities, constraints, challenges, lessons learnt and recommendations for improvement were documented.

e. Meetings with the Grassroots Stakeholders

- ❖ Annual Program meeting

The Annual Program Meeting was conducted in January, attended by staff and KCVs (14 men and 19 women). The meeting, which was presided over by the PO - CD aimed at the review of the January- June 2006 activity plan and the Annual work, and monitoring of Income generating Projects.

- ❖ Quarterly meetings

Three quarterly review meetings were held as planned and attended by staff and KCVs (19 female, 14 male). The progress of the out-going quarterly workplan was reviewed and lessons learnt were discussed for better implementation. The workplan for the in-coming Quarter was presented to the KCVs as well as the calendar for that period.

❖ IGP Meetings

Three IGP meetings were held in the three slum communities i.e. Naguru, Wandegeya and Katwe Parishes. The objective of the meetings was to evaluate their project and also final the setting of water taps in Wandegeya. Two new water taps were set up in Wandegeya Parishes. The proceeds from the IGPs were able to assist 10 women access medical treatment, transport to the villages, and set up small-scale businesses and other services from different organizations where cases were beyond the capacity of the community volunteers. Since 30% percentage of the proceeds are to enable the community volunteers earn an extra penny, they were also able to benefit in a number of ways. They were able to set up a small eating place in the community, engage in charcoal selling, pay school fees for their children and assist the women and children that they were able to provide with temporary shelter.

### 3.2 Reports

The Annual Report 2004 was prepared and submitted to funding agencies. It has been resolved that in future SAP should share her reports with other stakeholders like NGOs. Monthly reports were prepared by all staff and KCVs and submitted to their immediate supervisors. Quarterly reports were prepared by the PC and submitted to the S.C. All these reports formed the basis monitoring and the preparation of the report for this reporting period.

#### a. Impact

- ❖ Increased transparency and accountability in view of lessons learnt in implementation of activities and income generating projects
- ❖ Increased Level of Awareness on Issues of Domestic Violence, Women and Child Rights which is highly reflected in the protection of human rights.
- ❖ Referrals systems have sustained the process of handling cases.
- ❖ Program Sustainability

Due to the limited activities, sustainability of the program continued to be emphasized and exemplified by the community volunteers and staff members.

b. Weaknesses

- ❖ It was not possible for SAP to provide timely support to communities at times given that the organization has only one vehicle for facilitating both administrative and field outreach activities.
- ❖ Due to limited staff members the problem of a weak monitoring and evaluation system coupled with gaps in the existing documentation system persists hindering the a concrete analysis of the impact of SAP in the slum communities.
- ❖ Lack of a temporary shelter to assist survivors of domestic violence who are currently housed by the community volunteers
- ❖ Politics especially just before, during and after election period poses a challenge as it often times divides people and thereby making it difficult to mobilize beneficiaries.
- ❖ A high monetary expectation from beneficiaries puts a lot of strain not only on the organization but also the CVs who run income-generating projects within the community.
- ❖ SAP is not able to meet all the needs of the communities, it has been established that many are outside the mandate of the organization.

## SECTION IV: ACHIEVEMENTS, LESSONS, CHALLENGES AND RECOMMENDATIONS

### 4.0 Introduction

This section takes a look at the highlights, lessons learned and challenges faced as programs were being implemented and recommendations. Implementation of activities depended on the OCA and reform process that was planned to start at the beginning of the year.

### 4.1 Achievements

SAP hosted the students from the School of International Training (SIT) who critically analysed the gender issues in the domestic violence program and the role played by the key community volunteers. They observed that this was a unique situation in a field that is challenged by cultural issues. They commended SAP for her efforts to fight for the rights of women. They also uploaded the training of Human Rights Advocates and paralegals as means of sustainability.

Networking with other NGOs and line ministries to advocate for the rights of women and children was done. Advocacy on the Domestic Relations Bill continued most especially with the coming elections where the support of women was urgently needed. The DRB Coalition endeavoured to use this opportunity to push for the DRB with the hope of taking advantage of the situation, however, we were not successful.

Vocational training at Centenary Vocational Training for three girls continued. Through counselling they have been advised to start with income generating project that will be considered in the planning process for the year 2006.

Five (5) girls under the During the school holidays, Key community Volunteers of Kisenyi II, Naguru and Katwe I Parishes were able to organize seminars for them to discuss youth related problems. It was established that there is need for a full-fledged adolescent sexual and reproductive health program. The community volunteers have commended for initiating program of in-school and out-of-school youth. They have also organized video shows for them highlighting the dangers of HIV/AIDS, child labour, child sexual abuse and exploitation as well as domestic violence.

## 4.2 Lessons Learnt

Due to the nature and gravity of SAP's thematic program domestic violence, there is need for the presence of SAP to be felt in the communities. It was noted that the women and children were adversely affected by the inadequate funds to implement planned activities.

There is always need to have refresher courses for the community volunteers in different fields e.g. human Rights Advocacy, micro-finance, youth peer education, and paralegals to support the women and children that have suffered abuse.

The girl child needs to be supported especially when they initiate their own income generating projects. They have constantly requested SAP to give them grant so that they can start small businesses in the areas they trained for example a salon for those who trained as hair dressers.

Participatory planning with the community member is of importance since they are the major implementers, and are best knowledgeable of their real needs. With changing times it has been noted that the needs and priorities change, which have to be taken into consideration by SAP to inform future program and for effectiveness.

There is need to update policies and the Constitution to suit changing needs. For a number of years, there were efforts to amend the Constitution and the Policy framework but these were not fruitful. Not until there was an evaluation that it was noted there was need for an organizational capacity assessment.

## 4.3 Challenges

The major challenge was inadequate funds to fully implement program for the survivors of domestic violence and the girl children that have been sexual abused. Many cases were not handled to their logical conclusions. Abandoned children did not all the help that they needed from the organization. Emergency relief funds were limited making it difficult to handle cases in the communities and at the Secretariat.

The long wait for the implementation of the OCA hampered the progress of the organization. Staff members were affected psychologically and physically.

HIV/AIDS as pointed out in the year 2004, is still on the increase despite the ABC strategy calling for the need to put in place a policy and home-based care services. However, despite the plans to put in pal

Increased numbers of orphans and abandoned children are increasingly a burden in the communities, yet they have needs that are enormous. The causes are mainly poverty where a mother feels she cannot look after the child, absence of the father, and death of either one or both parents. A case in Katwe is of one 6-year old girl that was defiled and the defiler has never been held responsible. He disappeared from the community. The girl was given to her grandmother, unfortunately the lady is very old and does not see clearly. This young girl has since been taken up by one of the community volunteer who is in dire of money for the girl's upkeep as well as sending for formal education. Despite free Universal Primary Education, many parents and guardians in these communities are unable to provide the scholastic materials.

Due limited funds, SAP is unable to fully train the girls being rehabilitated from commercial sex due to the variety of skills they want to attain and the expenses involved. There is need for SAP to raise more funds to sponsor the girls for a number of years depending on the skill they want to attain. It has also been established they are in dire need of grants to create employment opportunities so that they can earn an income.

#### 4.4 Recommendations

There is need to have partnerships with organizations that are in position to contribute to the vision and mission of SAP. This will enable Sap address issues that are currently beyond her mandate.

As noted in the previous year there is need for some to put in place an advocacy strategy to strengthen the campaign against domestic violence and child sexual abuse and exploitation. This is of major importance since slums are a unique community that are not directly considered in the national programs of the government.

There is need to uphold the vocational training for the girls that are being rehabilitated to exit form commercial sex. This coincides with the need to put in place a fundraising strategy, the year was characterised by limited funds.

## SECTION IV: WAY FORWARD AND CONCLUSION

### 5.0 Introduction

This section gives a high light of activities that have been planned to take place in the year 2006. The overall assessment of the impact in the year is then highlighted in the conclusion.

### 5.1 Way Forward:

Planned for the year 2006 is the organizational capacity assessment and reform processes as well as putting in place women support groups to be able to effectively solve their problems since SAP cannot solve all the problems in the slum communities. The activities will be implemented to address three main strategic objectives with the major aim of strengthening the facilitating role by putting in place support group within the slum communities:

a. Strategic objective 1:

Community development processes in Slum communities in Kampala and other parts of the country effectively facilitated

b. Strategic objective 2:

Increased public awareness, sensitivity and response to the issues affecting slums and slum communities through capacity building, advocacy, research and documentation

c. Strategic objective 3:

The capacity of slum focused CBOs, NGOs enhanced to provide effective, efficient, and quality services to the slum communities

d. Strategic Objective 4

To strengthen SAP's organizational infrastructure and policies to match SAP's internal and geographical shifts as well as the long-term fundraising partnerships. This would be achieved by strengthening the organizational capacity of SAP in terms of financial, human resource, and program management, and governance issues.

**Work plan: January - December 2006**

Activity	1 <sup>st</sup> half						2 <sup>nd</sup> half						Implementing body
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
<b>1. Organizational Capacity Assessment and Reform</b>													
Advertise for consultants to undertake the organizational assessment (OCA) and reform of SAP													Project Coordinator
Selection of the Consultant for the OCA													Steering Committee
Consultancy engages with SAP													Steering Committee
Dissemination workshop for the report findings													Project Coordinator
Annual General Assembly													Steering Committee Project Coordinator
Annual staff and Board retreat													Project Coordinator
<b>2. Capacity building</b>													
Research: baseline to ascertain the nature and magnitude of gender based violence in slum communities and their development needs													PO - CD
Dissemination Workshop for the findings													PO - CD
7 sensitisation seminars mobilization of participants													Key Community Volunteers
Training of support groups: Identification of membership)													PO - CD
Training the support groups In M&E skills													Project Coordinator

Activity	1 <sup>st</sup> half						2 <sup>nd</sup> half						Implementing body
	Month 1	2	3	4	5	6	7	8	9	10	11	12	
<b>3. Lobbying and Advocacy</b>													
Indexing gender based violence cases													Advocacy Officer
Advocacy training													Advocacy Officer
Production of IEC materials													Advocacy Officer
Collection of articles and testimonies for magazine													Advocacy Officer
Networking with both local and international organizations													Advocacy Officer
Documentary film													Advocacy Officer
<b>4. Service Delivery</b>													
Emergency relief funds													PO - CD
Home visits													PO - CD
Referrals													PO - CD
Counselling													PO - CD
Community discussions													PO - CD
Recreational activities													PO - CD
<b>5. Monitoring and Evaluation</b>													
Monitoring and evaluation Ongoing													All staff members and Community Volunteers
Annual Program Meeting													PO - CD
Weekly Program Meetings													PO - CD
Management Meetings													Project Coordinator
Staff Meetings													Project Coordinator
Board Meetings													Project Coordinator
Annual General Meeting													Project Coordinator

## 5.2 Conclusion

The engaging preparations for the Organizational Capacity Assessment took the whole year and were postponed for implementation in the year 2006. Despite the challenges, SAP continued with minimum activities with the support from the Global Fund for Women and Oak Foundation.

Implementation of minimum activities impinged on the rights of women and children since not all planned activities were done. There was a gap created in the fight for the rights of these vulnerable groups due to the limited presence in the communities. The staff members and community volunteers endeavoured to assist the survivors even during this difficult but this was inadequate compared to the percentage of reported cases.

Due to the empowerment of CVs which has given them pride and skills in community progress/development the sustainability of the program was maintained with the handling of cases. A result of this is the free counselling and mediation, which continued in all the communities.

There is urgent need to build the capacities of both the staff members and the community volunteers to revamp the presence of SAP and the fight for the rights of women and children. Through this the sustainability of the SAP will be upheld through the mission of achieving sustainable change in the vulnerable groups for which the organization stands. SAP looks forward to the new systems and structures that the Organizational Capacity Assessment and Reform Process will put in place to cater for financial management, human resource management and the governance.

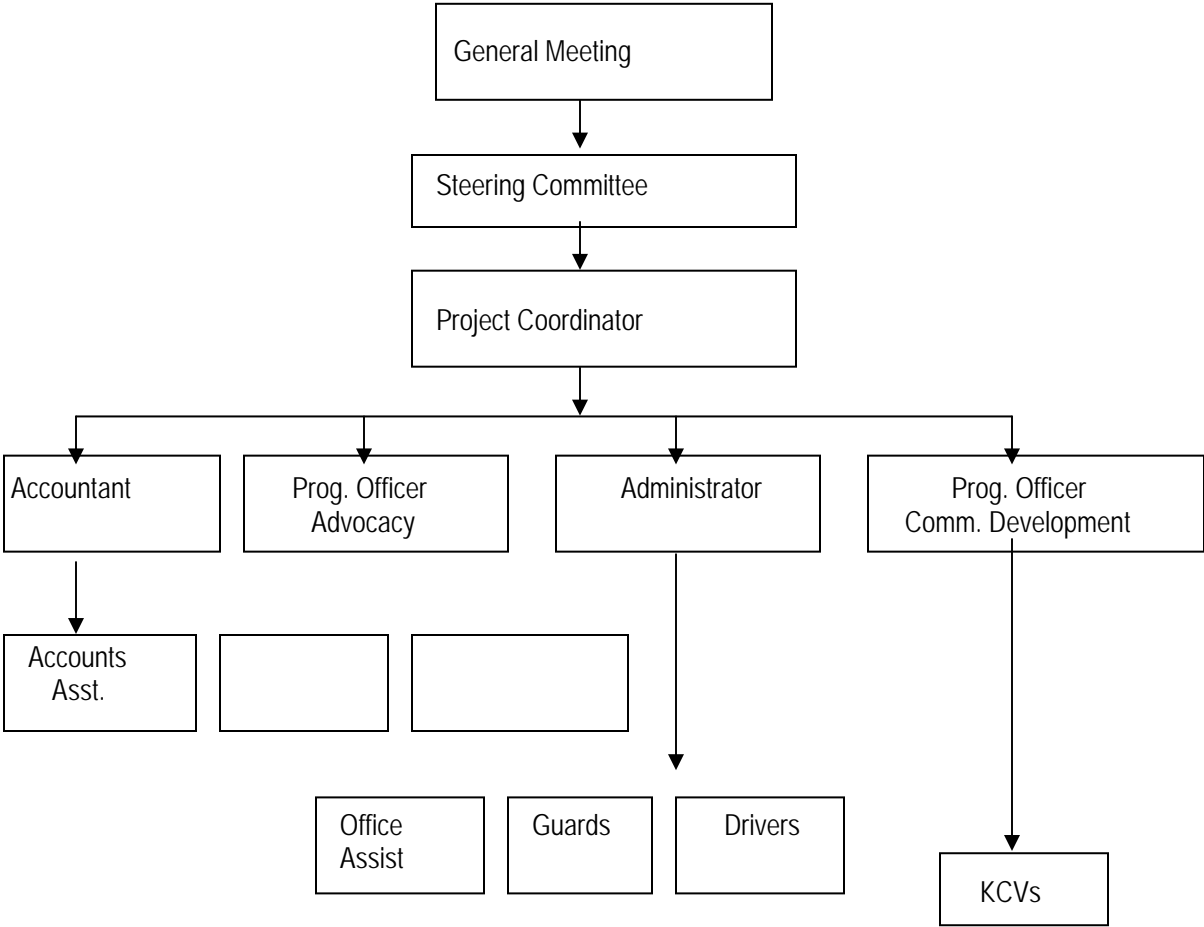
SECTION V: FINANCIAL REPORT 2005

**FUND ACCOUNTABILITY STATEMENT FOR THE YEAR ENDED 31 DECEMBER  
2005**

<b>INCOME: Source</b>	<b>Notes</b>	<b>2005 Actual UShs.</b>	<b>2005 Budget UShs.</b>	<b>2005 Variance UShs.</b>
GFW		14,088,000	14,854,000	(766,000.00)
WPF		2,299,440	2,798,250	(498,810.00)
OAK		10,000,000	11,225,550	(1,225,550.00)
Royal Danish Embassy		1,000,000	7,117,150	(6,117,150.00)
Sale of CSW Manuals		10,000	-	10,000.00
Miscellaneous income		2,325,750	-	2,325,750.00
<b>Total Income</b>	A.9.1	<b><u>29,723,190</u></b>	<b><u>35,994,950</u></b>	<b><u>-6,271,760</u></b>
<b>EXPENDITURE:</b>				
Campaigns Against DV/HIV/CSAE	A.9.2	347,500	5,300,000	-4,952,500
Support/Rehabilitation	A.9.2	579,050	5,350,000	-4,770,950
Lobby/Advocacy	A.9.2	203,600	900,000	-696,400
Monitoring/Evaluation	A.9.2	492,800	2,100,000	-1,607,200
Equipment/Supplies	A.9.2	543,000	760,000	-217,000
Motor vehicle maintenance	A.9.2	5,603,295	3,450,000	2,153,295
SPA	A.9.2	7,112,150	7,117,150	-5,000
Personnel costs	A.9.2	13,697,800	8,526,000	5,171,800
Audit fee	A.9.2	1,200,000		1,200,000
Administrative expenses	A.9.2	4,459,283	1,491,800	2,967,483
CSAE	A.9.2	771,150	0	771,150
Institutional Development <i>Institutional Development</i>	A.9.2	1,000,000	1,000,000	-
Depreciation Computers &Accessories		1,574,366		
Depreciation-office equipment &furnit		<u>6,782,047</u>		
<b>Total expenditure:</b>		<b><u>44,366,041</u></b>	<b><u>35,994,950</u></b>	
<b>Surplus(deficit) of income over expenditure</b>		<b><u>(14,642,851)</u></b>	<b><u>-</u></b>	

**APPENDIX I: ORGANIZATIONAL STRUCTURE**

**ORGANISATIONAL STRUCTURE**



## APPENDIX I: LIST OF ABBREVIATIONS

ACP	-	AIDS Control Program
AIDS	-	Acquired Immune Deficiency Syndrome
ANPPCAN	-	African Network for Prevention and Protection of Child Abuse and Neglect
CSAE	-	Child Sexual Abuse and Exploitation
CSWs	-	Commercial Sex Workers
CV	-	Community Volunteer
DRB	-	Domestic Relations Bill
DV	-	Domestic Violence
ECPAT	-	End of Child Pornography, Child Abuse and Trafficking of Children
ERF	-	Emergency Relief Fund
HIV	-	Human Immune Virus
HRAs	-	Human Rights Advocates
ICT	-	Information Communication Technologies
IECs	-	Information, Education and Communication
IGPs	-	Income Generating Projects
KCVs	-	Key Community Volunteers
LC	-	Local Council
MoH	-	Ministry of Health
NGOs	-	Non-Governmental Organizations
RH	-	Reproductive Health
SAP	-	Slum Aid Project
UAC	-	Uganda AIDS Commission
UCRNN	-	Uganda Child Rights NGO Network
UNASO	-	Uganda Network for AIDS Service Organizations
UWONET	-	Uganda Women Organizations Network

## APPENDIX II: TESTIMONIES

HADJA NAFUKA, from Kakajo Zone, Kisenyi II Parish

I used to stay with my friends (peers) renting one room at UGX 20,000. We were five girls living in this room. We used to go out in the evening and de-tooth men.

I came to know about SA through Sophie Nakabugo<sup>1</sup> (KCV) who came where I was staying with Mr. Sonko, the Local Council I Chairman. Mr. Sonko informed us that there was a free video show sponsored by SAP in our zone, which we should attend. I was with my friends and we went to the show. There we met people like Allen (*a staff member*) from SAP and a short brown man, Simon (*a staff member*), Agnes Among (late) and Mr. Makabugo whom Sophie said they are SAP Volunteers.

SAP has helped me because I am now a self-boss. I have a *kabawo* (wooden) salon because they taught me about salon (hairdressing). I rent my won house, now I do not stay in a group. I also do not have time for de-toothing, which is little money.

My friends used to tell me that SAP is wasting my time; there is nothing I am going to get. This was my biggest challenge. But SAP has helped me get a job. It also taught me how to protect myself from STIs and HIV and how to choose good friends. This was at our workshop.

I advise SAP to come on continuous visits and check on us because sometimes we have problems and there is no one to tell. Like me I do not have a hand drier. So I want them to help me. And to the community, if there is any SAP activity they should go and join because their things are worthy.

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<sup>1</sup> Key Community Volunteers (KCVs) have been trained by SAP as Human Rights Advocates, and Youth Peer Educators. They set aside 2 hours of their time daily to conduct SAP activities and attend to survivors of domestic violence and child sexual abuse and exploitation.

**NAMIRO JANE, Wandegeya Parish**

In 1996, I entered in Slum Aid Project because I wanted to learn how to sew clothes on a sewing machine. It took three months to finish my course in which I got a certificate of tailoring.

I did not stop here, I continued to be with SAP staff members. They also trained me in the course of paralegal. Paralegal means a lawyer who walks on foot, a lawyer who help people without payment. Those people who I helped had problems of domestic violence.

After six months, SAP promoted me as a Key Community Volunteer in Wandegeya Parish. Now I am working very hard to counsel many families, to give them advice, to refer them in different government organization and non-Government organization e.g. police, Uganda Human Rights Commission, FIDA Uganda etc.

They also trained me as a peer educator. I counsel youths to be good citizens and to protect their life against bad things, bad groups, to fight against HIV/STDs. SAP also gives me boxes of condoms to distribute in the Wandegeya community. I do this very well and I teach them how to use them.

Since I started with SAP I have gained knowledge in different things. I am well known by the people and I help to solve their problems. I got and still get friends. The people gave me the name of doctor because I provide them with free condoms and I teach them different things to do with reproductive health. I have gained experience in counselling.

I will never forget SAP.

The challenges that I face are that there some volunteers who are envious of me, they think SAP gives me a lot of money because I am a very active volunteer. Some of the clients who get condoms think that I am one of the people who ate the Global Fund money. There are people who think I have AIDS because I keep teaching people about AIDS. I lack knowledge on AIDS and condoms in the community are not enough.