

Annual  
Report  
**2019**

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### **Our Vision:**

A safe and free society where young people live with dignity and realise their full potential.

### **Our Mission:**

We address the root causes of vulnerability by developing opportunities for economic empowerment and transforming the social functionality of communities.

### **Our Values:**

Courageous Leadership, Passion, Appreciation and Professionalism.

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# Foreword



It gives me great pleasure to present to you our 2019 annual report, the first one to come out under my stewardship since I took up the reins of the Chief Executive Officer (CEO) in April 2019. The annual report provides an overview of the activities undertaken, the details of joint collaborations with our partners and stakeholders, and of strategic guidance and support from our donors.

The year 2019 was one marked by significant changes, with our signature project, the Economic Empowerment and Social Reintegration of Youth Prison Inmates in northern Uganda (SREE), coming to an end. Advance Afrika also experienced a successful leadership transition, which was a key milestone in setting the pace for leadership transition. In March 2019, the former CEO, Mr Ronald Rwankangi, stepped down. During the transition, it was important to understand change and its impact on the staff as well as our partners, and to assure them about the sustainability of the organisation. On a positive note, Advance Afrika is consistently building stronger governance and has made progress in its fundraising efforts, bringing new projects on board. Staff have been

encouraged to maintain a constructive and positive outlook about change as well as respond to new demands.

We have continued to build and attract trusted relationships with our partners, which have resulted in the implementation of multi-year projects. We have also established several development partnerships, including with the European Union, Caritas Switzerland, the Ford Foundation, AGIAMOND (AGEH), FK Norway and ICCO, among others. Currently we have secured four new projects and an extension of three running grants, which is a clear demonstration of Advance Afrika's financial health. The projects implemented are aligned with our strategic plan.

The slowdown caused by the COVID-19 pandemic this year has had major implications for the lives of people, countries and their economies at large. We have held consultations with our partners, government actors and stakeholders. We are pleased to inform you that the organisation remains relevant and will address the root causes of vulnerability by creating opportunities for economic empowerment and transforming the social functionality of communities. By working together more closely across the affiliates, we will ensure that our efforts are aligned to have maximum impact on the lives of everyone we work with.

I wish to thank our donors, partners and beneficiaries for their ongoing efforts, achievements and dedication. I also thank our engaged and capable Board of Directors together with all our staff members as we look forward to a challenging and exciting year ahead.

**Ms Sharon Atukunda**  
CHIEF EXECUTIVE OFFICER,  
ADVANCE AFRIKA



# Summary Achievements of Advance Afrika for 2019

Advance Afrika continues to make efforts to address the root causes of vulnerability by creating opportunities for economic empowerment and by transforming the social functionality of communities. Below are the projects implemented in 2019 with support and funding from donors the listed.

<div> <div>1</div>  </div> <p><b>Moringa Value Chain Development for Food Security and Sustainable Livelihoods in Northern Uganda (3 years)</b></p> <p><b>Location</b> Awach – Gulu and Soroti districts</p> <p><b>Implementing Partners</b> Advance Afrika, TECOMA Uganda</p> <p><b>Donor</b> Caritas Switzerland (CaCH)</p>	<div> <div>3</div>  </div> <p><b>Victim-Offender Relations Project in Northern Uganda (VORP) (3 years)</b></p> <p><b>Location</b> Gulu, Amuru and Lira districts</p> <p><b>Implementing Partners</b> Advance Afrika in partnership with Uganda Prisons Service (UPS)</p> <p><b>Donor</b> AGEH</p>
<div> <div>2</div>  </div> <p><b>Empowering Local Communities to Prevent Violence against Women and Children in West Nile (ELVWC) project (2 years and 6 months)</b></p> <p><b>Location</b> West Nile (Arua and Koboko districts)</p> <p><b>Implementing Partners</b> Advance Afrika, Partners in Community Transformation (PICOT) in partnership with Uganda Prisons Service (UPS)</p> <p><b>Donor</b> European Union</p>	<div> <div>4</div>  </div> <p><b>Institutional support (3 years)</b></p> <p><b>Location</b> Gulu district</p> <p><b>Implementing Partners</b> Associate working with Advance Afrika</p> <p><b>Donor</b> Eirene Suisse</p>



**Economic Empowerment and Social Reintegration of Youth Ex-Prisoners (SREE) (3 years)**

**Location**

Acholi and Lango sub-regions

**Implementing Partners**

Caritas Switzerland and Advance Afrika in partnership with Uganda Prisons Service UPS

**Donor**

European Union and Caritas Switzerland



**Amplifying young people's voices in decision-making and public affairs in Uganda (9 months)**

**Location**

Gulu, Mbarara and Kampala districts

**Implementing Partners**

Advance Afrika

**Donor**

Ford Foundation



**Access to Skills Development: Improving Smallholder Farmer's Access to Skills Services (Abim, Lira and Soroti) (1 year)**

**Location**

Abim, Lira and Soroti districts

**Implementing Partners**

Advance Afrika

**Donor**

ICCO Cooperation



**The Operationalisation of Kamokan Cwa (KAKKA) (3 years)**

**Location**

Karamoja

**Implementing Partners**

Advance Afrika

**Donor**

Caritas Switzerland



**Shea butter tree inventory and mapping in Abim, Otuke, Agago and Kitgum districts (1 year)**

**Location**

Abim, Otuke, Agago and Kitgum districts

**Implementing Partners**

Advance Afrika

**Donor**

National Environment Management Authority (NEMA)



**Implementation Support of Farmer Field Schools for Sustainable Small-Scale Irrigation Facilities in Western and Lower Central Uganda (1 year)**

**Location**

Western and lower central Uganda

**Implementing Partners**

Advance Afrika

**Donor**

Ministry of Water and Environment (MWE)

**Strategic Goal 1:**

**Transformation  
of vulnerable  
individuals and  
communities**



During 2019, several interventions implemented responded to issues of reintegration of vulnerable (ex-)prison inmates whose cases related to violent conflicts in their communities and gender-based violence, and of strengthening the capacities of existing structures to rehabilitate and reintegrate youths in order to address the root cause of such issues in order to bring about positive change. For example, **interventions implemented in partnership with Uganda Prisons Services (UPS)** and funded by the EU, CACH, AGEH and the German Embassy in prison units in Lango, Acholi and West Nile have proven the impact of rehabilitation and reintegration services in reforming inmates. This is noted below.

### Training prison inmates in entrepreneurship and life skills

Sixteen trainings in entrepreneurship and life skills were organised, focusing on reception prison units, all-female units and selected farm prisons in the Acholi, Lango and West Nile sub-regions. A total of 273 prison inmates (81 female, 192 male) received training in entrepreneurship and life skills and small enterprise development. This included 198 youth prison inmates (35 female, 163 male) trained from the Acholi and Lango sub-regions and 75 prison inmates (46 female, 29 male) trained from West Nile. As a result of the trainings, prison social workers (PSWs) and OCs observed a positive change in behaviour among trained inmates, including improved self-confidence and self-discipline as well as enhanced efficiency and

effectiveness. Most inmates reported that they felt the trainings had enabled them to reconsider their behaviour and objectives in life and provided them with the basis to thrive after serving out their sentence. Compared to those not trained, more trained inmates engaged in practical assignments within the prisons, such as setting up demonstration vegetable gardens, working on prison farms or engaging in one of the prison workshops.

During graduation ceremonies, the successful inmates received a certificate, a T-shirt and a bag branded with the logos of the project donors and implementers and the Action's title. Senior officials from the UPS headquarters officiated at the graduations. In addition, the RPCs, DPCs and OCs of the respective prison units attended the ceremonies.



Assistant Commissioners of Prison, Orik Obonyo and Aliyo Natukunda awarding a certificate for a trained ex-inmate in Gulu.

## **Training of prison inmates in parenting and SGBV**

Prison inmates in Arua Women, Arua Main and Koboko Prisons have been trained in parenting and sexual and gender-based violence (GBV). The training included components on the prevention of corporal punishments and violent treatment of children, the management of stressful situations with children and sexual and gender-based violence (SGBV) in a home. During the training, inmates were able to open up and to share their opinions and different experiences. The male prison inmates appreciated their inclusion in the training and noted that both the father and mother play a role in the home setting and in the wellbeing of children. The training helped highlight the plight of women and children to the male inmates and the consequences of violence.

## **Arts and forum theatre**

Under the arts and forum theatre, two inter-ward performing arts events themed “Rebuilding Life after Imprisonment” were organised in Gulu and Lira Main Prisons and three forum theatre events were held in Arua Main and Koboko prisons. Eighty-two inmates (43 female, 39 male) were trained and benefited from the forum theatre arts events in West Nile. The performances as a form of therapy and healing revealed a lot of untapped talent within prisons, stimulated essential life skills such as teamwork, willingness to experiment and self-criticism/reflection, and contributed to cultural awareness and capacity-building in writing and reading, and the inmates showed real commitment during the rehearsals and zeal to be winners during the galas.

## **Pre- and post-release visits and follow-ups**

In 2019, 17 prison inmates and 298 ex-inmates have benefited from pre- and post-release visits in their communities. In Acholi and Lango, pre-release visits were carried out for seven prison inmates (4 female, 3 male) and post-release visits

took place for 253 ex-inmates (37 female, 216 male) and in the West Nile sub-region, pre-release visits were carried out for 10 inmates (7 female, 3 male) and post-release visits for 45 ex-inmates (17 female, 28 male). The visits involved the participation of project staff, PSWs, business mentors, clan leaders and LC I officials at the community level. Reintegration of ex-inmates into the community remains a challenge owing to stereotyping of ex-inmates, the magnitude of the offences they committed, such as murder or rape, and land conflicts, among others. However, overall, the pre- and post-release visits have contributed to increased awareness of the relevance of rehabilitation and the role of the family, relatives and the community in the reintegration of youth ex-inmates. Furthermore, the visits have built confidence among families and the community in the possibility of reformation of the youth ex-inmates.

## **Engagement of the “taskforce” team and training of para-social workers in Amuru district**

In addition, a taskforce comprising UPS welfare officers, Advance Afrika staff and para-socials was trained by the AGEH Civil Peace Advisor with the aim to counsel victims and offenders. Active para-social workers (20 para-social workers and 5 Community Development Officers (CDOs) in Amuru district) who were trusted by their communities were further identified and trained under the VORP project to facilitate and embrace conflict transformation in their communities. The structures have supported dialogue processes and peaceful coexistence between victims and offenders during follow-up visits. The efforts respond to the recommendations proposed under the final evaluation, noting the need for a more proactive engagement with local processes and structures, especially at the county and sub-county levels, in the reintegration of ex-inmates. (AGEH has since been rebranded as AGIAMONDO.)

# 2019

## PRE-RELEASE VISITS

# 17

prison inmates  
have benefited from  
pre-release visits

### ACHOLI & LANGO



# 04

 Females

# 03

 Males

### WEST NILE SUB-REGION



# 07

 Females

# 03

 Males

## POST-RELEASE VISITS

# 298

prison inmates  
have benefited from  
post-release visits

### ACHOLI & LANGO



# 37

 Females

# 216

 Males

### WEST NILE SUB-REGION



# 17

 Females

# 28

 Males

# **Strategic Goal 2:**

## **Business and Job Creation**



It is important to note that the Moringa Value Chain Development (MVCD) for Food Security and Sustainable Livelihoods in Northern Uganda project, among other efforts, has presented many learning opportunities for Advance Afrika under the SG 2 regarding the creation and support of successful business ventures that will provide opportunities for income generation and employment as follows:

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### **Number of people who have access to additional income through Moringa growing and processing**

Eighteen casual workers were employed at the Awach farm and had access to additional income. In total, 134 household members were benefiting from these incomes. In September, the number was reduced to 16 casual workers (102 household members). It is worth noting that the casual workers have started a rotating saving system, which provides some of them with a higher amount of money each week. This has allowed them to invest in other income-generating activities, like piggyery. Second, considering that most of that income is spent locally, the effects of the Moringa plantation in terms of income-generating are broader than those of the income received by the casual workers. While at TECOMA, 22 plantation workers (17 females and 5 males) grow and process Moringa. Maintaining the 22 workers in growing and processing Moringa has led to improvement in their household incomes and improved their agronomy skills. In total, this increased income benefit 154 household members.

### **Investments made and future interventions aimed at social wellbeing**

Advance Afrika, with support from Caritas Switzerland, has incorporated and registered a social enterprise known as "Roots of the Nile". An HR structure for "Roots of the Nile" has been designed to ensure that the social enterprise operates as a business. The HR structure will be set up for the next phase of the project. In addition, a new farm manager was recruited and a lot of progress

has been made. Organic pesticides have been produced on site and sprayed on the Moringa trees. Some parts of the field were mulched in order to reduce the need for weeding, and the fields have been cleared of branches. Pruning of the Moringa trees was also done in an optimal way, i.e. with proper tools and at the right height so that the trees will produce a higher amount of leaves in the future. Overall, the Moringa plantation is now handled by a skilled farm manager, meaning that the yields will reach the amount needed to sustain the social business in the future.

### **Product marketing and sales**

TECOMA has sold 12.48 kg of powder, 94 kg of seeds and 6 kg of tea leaves for a total amount of UGX 4,198,000. Product marketing and selling were conducted on six market days in the markets of Arapai, Asuret and Lale. Four consignments were delivered to Teso College Aloet and Goalman Supermarket. Through media engagements, TECOMA has realised an increase in its clients, including acquiring a local partner (Sunshine Agro) that demands TECOMA Moringa dry leaves in bulk quantities. TECOMA donated a total of 60 kg of Moringa leaf powder to AMECET children's home, TASO Soroti, Asuret health centre, Lale health centre and Tubur health centre.

### **Beneficiaries sensitised to the nutritional and health benefits of Moringa and have access to Moringa products**

During a community meeting at Awach, the farm manager explained the benefits of Moringa to the casual workers (14) and community members (19). Moreover, visitors



# 22

plantation workers  
grow and process Moringa at  
TECOMA



17 females



5 males



at Advance Afrika's office in Gulu are also generally told about Moringa (15 people so far), meaning that the total number of people directly reached by Advance Afrika to date is 48. Indirectly, with an average of seven people per household, 336 people have had access to information regarding the nutritional aspect of Moringa. TECOMA also established demonstration gardens at health centres and schools. Six gardens were maintained at three schools and three health centres. Moringa seeds (40 kg) were distributed to the three educational institutions (Teso College Aloet, Aparisia Primary School and Lale) and three health centres (Tubur, Asuret and Lale). The activity was aimed at replacing the Moringa plants that had dried in the demonstration gardens and at expanding the Teso College Aloet Moringa plantation.

## Advance Afrika Music Academy Band performance

As a way of helping ex-inmates in their reintegration process, Advance Afrika began music lessons for a community band. The band is established on a project basis with a sustainability component. It comprises vulnerable youths who are in the majority ex-prison inmates and are learning to play modern instruments as a means for them to generate income as well as build relationships with their communities. The band was able to perform at the Karin Community Health Centre awareness celebration, which took place in September 2019 at Kaunda Grounds in Gulu. This resulted from a recommendation from GIZ where the band had performed earlier in June 2019 on Environment Day and, subsequently, at Bomah Hotel in Gulu in October 2019 during a partners' coalition meeting.



AA Community Band Members performing at Boma Hotel in Gulu

# **Strategic Goal 3:**

## **Advocacy and Creative Communications**



We have broadened and intensified our advocacy and communications efforts, aiming to drive mindset change as well as change in the ‘enabling environment’ so as to facilitate transformation. During 2019, the following efforts were made:

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### **Active platforms of young people constructively engaging and influencing public affairs and policy**

Three consultative meetings were conducted in Gulu, Kampala and Mbarara to create active platforms for young people. A total of 30 youths participated in each meeting. The thematic topics discussed during the dialogues included an enabling legal and policy environment to facilitate skills development for youth; promoting ICTs and embracing social media platforms; and youth participation in decision-making. From the discussions, the following key demands were noted: a) The mandate of the National Youth Council (NYC) should be changed to place it at the centre of addressing youth’s issues; (b) The budget allocations to youth activities at district level should be increased to at least 5 per cent of the local revenue and at least 5 per cent of the unconditional grants from the central government should go to the youth; and (c) The establishment of the National Youth Service and Internship Schemes should be fast-tracked by all sectors, including the government. Opportunities such as platforms for engagement, including youth organisations, student associations, civil society organisations (CSOs) and the NYC should be utilised.

### **Engaging social media influencers to facilitate online debates.**

#### **This would require two media influencers – one blogger and one social media expert**

Twenty participants from Lugazi, Soroti, Gulu, Kampala, Ibanda and Mbarara districts took part in and submitted contributions to the online discussion. The reactions and responses indicated that there is minimal investment in young people to take on a

representational role: Young people have not been nurtured to debate, present and deliberate on current issues, so in most cases they are left behind. It was also noted that it is essential that schools and universities focus on bodies such as debating clubs and student councils that would nurture political representation and leadership ambitions at the early stages of life. Promoting democratic dialogue and alternative media systems is vital. The media has made efforts to develop creative and innovative programmes to capture the knowledge and narratives of the rural and urban poor and engage them on local development issues.

### **Skills development platforms**

With support from ICCO and Edukans, six skills development platforms were convened in Abim, Lira and Soroti districts focusing on post-harvest handling best practices and extension services. During the report validation meeting on the accessibility and inclusivity of rural advisory services study early in 2019, poor post-harvest handling practices by smallholder farmers turned out to be one of the key issues that affected all the three districts. The other issues were inaccessibility to extension workers and lack of knowledge about extension services. During the platforms, two model farmers from Lira and Soroti districts were able to share their experiences with regard to post-harvest handling best practices they had adopted, which had enabled them to both increase productivity and maintain the quality of their produce. Two crop extension workers from Barr sub-county in Lira district and Kamuda sub-county in Soroti district shared their experiences regarding extension services.



Extension workers and AA staff members pose for a group picture with Lira CAO after a skills development forum workshop in Lira

## Mobilising and organising expert group meetings at district and national levels

Two dialogues between the Civil Engagement Alliance partners and local governments was organised in Soroti district on 19 June 2019 and in Kampala on 9 December 2019. A total of 20 (5 female, 15 male) participants, including CEA partners, Chief Administrative Officers (CAOs), Production Officers, CDOs and the private sector from the three districts of Abim, Lira and Soroti participated in the dialogue held in Soroti. A total of 11 participants, including CEA partners, CAOs, Production Officers, the Directorate of Agricultural Extension Services and smallholder farmers from Abim and Lira participated.

## Engaging journalists

Three journalists from reputable media houses in Uganda were engaged to write comprehensive and well-researched articles on the policy framework for the rehabilitation and reintegration of ex-prison inmates, children of prisoners and women in prison as well as the efforts being made by development actors in the inmates' rehabilitation sector. As a result, two articles were published in the *Daily Monitor*, namely "Anywar earns a living with skills learnt in

prison" and "Prisoners impress government with life skills project". Additionally, a news bulletin on NBS television broadcast a story about life after prison and the impact of socio-economic empowerment. With regard to enhancing inclusivity and accessibility to skills for smallholder farmers in Uganda, an article blaming the drop in crop yields on the inadequacy of advisory services was published in the *Daily Monitor* and another in *Etop*.

<https://www.monitor.co.ug/News/National/Drop-in-crop-yields-blamed-on-few-advisory-services-/688334-5198690-pyi8hh/index.html>

## Community and stakeholders' dialogue

Four community dialogues were held in the Acholi and Lango sub-regions (2 dialogues under SREE and 2 under VORP project). The dialogues focused on understanding and raising awareness about community support structures in the reintegration process of ex-inmates and receiving guidance on project implementation, as well as establishing Action steps and promoting cooperation among partners. Both dialogues provided a platform for open sharing of experiences. Key recommendations from the community and stakeholders included the following: (a)



A community mediation in Kole district spearheaded by Advance Afrika team and trained para-social workers.

Community leaders should know that it is their role to help the ex-inmates reintegrate successfully in the community so that they do not re-offend; (b) Courts should speed up the judicial process so that innocent people are not kept on remand for long; (c) The police should conduct a proper investigation into a person's character before accepting that the person has committed the crime; (d) Traditional structures and leaders should support peaceful handling of conflicts and this would involve mapping out clan structures; and (e) There is need for capacity-building at LCI level. The outcome of both dialogues would then establish the roadmap for the development of the framework for ways in which the community and stakeholders would be engaged to support the reintegration process of youth ex-prison inmates.

### Development of a Conflict Transformation Manual

In 2019, the Advance Afrika team, together with representatives from UPS, developed a draft concept and manual. This included three steering group meetings with officials from the Department of Social Rehabilitation as well as the Prison Training School and

CECORE in Kampala. A five-day boot camp to further the development of content and structure was done with the Advance Afrika team and UPS in Gulu. The content of the manual draft was pre-tested in a three-day training in December with a group of 11 PSWs from northern Uganda. This training confirmed the relevance of the structure and content of the manual. The content is now to be completed and refined.



Mr Adams Hasiyo, Senior Welfare and Rehabilitation Officer of Uganda Prisons Service facilitating a session during the Conflict Transformation Manual Development.

## Final evaluation of the SREE Action

CACH contracted an external consultant to carry out the Action's final evaluation, which ran from 14 January to 31 March 2019. The overall purpose of the evaluation was to assess the extent to which the SREE project brought about the anticipated changes. The findings revealed that the Action "is pioneering in its comprehensive multi-stakeholder approach and its aspiration to cover a very large geographical area." It further revealed that it "is soundly based on a human rights focused approach assisting participants to live a life in dignity." As regards the leadership of the project, the evaluation found that the Action was led by a visionary team "with good connections to relevant state and non-state actors, especially on the higher levels in society." As concrete measures to improve future interventions in this regard, the evaluation recommended that Advance Afrika should focus on a smaller coverage area with fewer prisons, increase its presence in the project area, develop gender-specific interventions, enhance the use of trained PSWs and prison warders, move the entrepreneurial mentors even more to centre stage and provide them with a concrete role in monitoring, and further improve the M&E capacity of Advance Afrika.

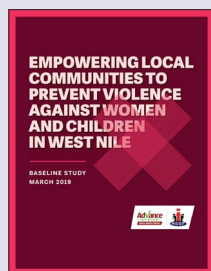
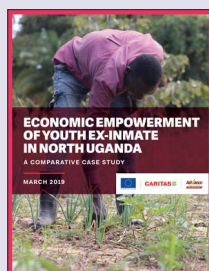
## Shea tree (*Vitellaria paradoxa*) inventory and mapping

Evaluation of the NEMA/KCL project was carried out between June and July 2019 with the purpose of ascertaining the impacts of project interventions on the conservation of the shea tree in relation to population

status, density and distribution in Abim, Otuke, Agago and Kitgum districts. It was found that many activities implemented by NEMA and those in which the group members had participated included weeding around shea tress, protecting shea trees from being cut down (zero felling of mature trees), fire control/early burning, collecting of shea fruit and processing of shea nuts into various products, among others. The impacts of NEMA/KCL training reported included knowledge use and sharing, with about 80% of the respondents reporting that they shared the knowledge acquired with other members of the community. Project beneficiaries also participated in crafting bye laws prohibiting the felling of shea trees or harvesting raw fruit.

## Documentation and communication

Three issues of Advance Afrika's magazine were published, entitled respectively *The Ex-Prison Inmates and Their Communities: Giving Everyone a New Lease of Life, Picking Up the Pieces after the Crucible of Jail, and Rebuild Your Home and Change Your Lifestyle If You Want Me to Come Back*. The latest issue also featured a story on *Disability Inclusion in Our Work as Shared by Muzamil Ali*, an Advance Afrika project assistant based in Arua who has thrived despite living with a disability since childhood. Furthermore, the EU encouraged and supported the documentation of success stories under the SREE Action in its final year. As a result, a comparative research study and a booklet containing case stories of beneficiaries were compiled and disseminated among project partners and other CSOs.



Some of the reports published last year 2019

**Strategic goal 4:**

# **Growth of Advance Afrika**



There is need to carefully manage our success! We commit to maintaining our unique organisational climate and leadership style as we grow.

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### Uganda Revenue Authority (URA) award

As a way of recognising and appreciating the taxpayers that diligently met their obligation in northern Uganda, in September 2019, URA organised an annual taxpayers' appreciation month under the theme "Every Taxpayer Counts", where Advance Afrika was recognised and awarded as one of the compliant organisations in paying tax. Senior URA officials visited Advance Afrika to appreciate their efforts towards revenue mobilisation.

### Capacity-building by GIZ

As a result of the visibility gained through the Action, GIZ approached Advance Afrika to share its experiences in partnering and strengthening the capacities of local partners. GIZ's CUSP programme also



Mr Gerald Naloda (In red t-shirt) receiving the award on behalf of AA from URA

organised a platform for CSOs to exchange their experiences and ideas on income generation through the social business model on 14 June 2019 at the Design Hub in Kampala. The aim of the platform was to present the different models used for financial sustainability, and to discuss the obstacles encountered, the factors that have enabled the implementation of income-generating activities, the changes required at the organisational level, and the lessons learnt. Advance Afrika was one of the CSOs invited to share its experiences in the establishment and its own transformation towards a social business.

### Learning visit to Moroto Diocese

In a bid to learn from the experiences of others and how they work, the AGIAMONDO Peace Worker and the Project Officer travelled to Moroto in August 2019. They were joined by the CPS worker from Kotido and Moroto Dioceses to learn more about land conflict resolution mechanisms among the Karimojong, which was mainly being done by the Justice and Peace Commission (JPC) Moroto Diocese.

### Partnership with Eirene Suisse

As part of a partnership agreement between Advance Afrika and Eirene Suisse, Gaëtan Bidaud, a Research Associate from Switzerland, has continued to strengthen the capacities of staff in digital planning, monitoring and evaluation (M&E) and appreciation of concepts in social enterprises for sustainability. He supported the coordination, implementation and reporting of the Moringa project.



A section of AA staff members who took part in the end of year retreat and team building

## Project steering team and bi-annual meetings

The objective of having a project steering team is for the key stakeholders to advise on the key roles of the various key players and ensure that everyone is playing their part in a project. In addition, the steering team oversees the project implementation and advise on quality standards. Several steering meetings have been held under the various implemented projects involving Advance Afrika management, district local government representatives and partners. The meetings have helped to keep key stakeholders engaged in project activities and have also given them an opportunity to advise on methodologies or strategies to consider during implementation.

## Staff retreat and team-building

A two-day staff retreat supported by AGEH brought together the staff of Advance Afrika from Gulu, Arua and Kampala, the former CEO – representing the Board of Directors – and also representatives from UPS (the Senior Social Welfare and Rehabilitation Officer and the Principal Rehabilitation and Reintegration Officer), our core partner. Through outdoor adventure and transformative play, the team spirit was to be built, the personal growth of each team member furthered and communication and trust across hierarchies strengthened. This was a moment for all team members to feel appreciated by the management of the organisation, grow motivation for the next year and establish stress management strategies. The participants were able to engage in activities that built the team spirit and support for one another. Key activities during the retreat included a walk in Mabira Forest, zip-lining, outdoor team building games, camping, which also included joint building of tents and a bonfire, a boat cruise, as well as a staff reflection meeting.

## Leadership transition

Advance Afrika has experienced a successful leadership transition which was a key milestone in setting the pace for leadership transition. In March 2019, the SREE project ended and several members of staff left. However, some of the team members have been retained under new projects, others are already employed elsewhere and some still provide consultancy support to the organisation. The former CEO, Mr Ronald Rwankangi, stepped down and handed over office in March 2019. With the continued support and guidance from the former CEO and the management team, Advance Afrika is consistently building stronger governance and has made progress in its fundraising efforts, bringing new projects on board.

## Fundraising and new projects

As noted above, Advance Afrika responded to a number of calls by various donors and was successful in obtaining three new EU projects that have all started in 2020. The new projects include **Action for Livelihood Enhancement in Northern Uganda, Bridging Opportunities for Effective and Productive Livelihoods of Youth Prison Inmates and ex-Inmates in Northern Uganda and Protecting the Dignity of Women and Children in Ibanda and Buhweju Districts**. Two of the projects directly build on the previous projects implemented in northern Uganda that were financed and supported by CACH and the EU. Furthermore, existing donors such as ICCO Cooperation, AGIAMONDO and the Ford Foundation have continued to support the growth of Advance Afrika and renewed the existing project cooperation with the organisation. This is a great achievement for the organisation and its sustenance.

# Financial Performance

Sources of Funding	Project Name	Amount
<b>RESTRICTED GRANTS</b>		
Caritas Switzerland	Moringa Value Chain Development for Food Security and Sustainable Livelihoods in Northern Uganda	291,210,871
European Union & Caritas Switzerland	Economic Empowerment and Social Reintegration of Youth Ex-Prisoners in Acholi and Lango Sub Regions, Northern Uganda	59,407,136
AGEH ARBEITSGE IT	Civil Peace Service - CPS	144,500,000
National Environmental Management Authority	Contract for provision of consultancy services	79,554,000
ICCO	Access to Skills Development: Improve Small Holder Farmer's Access to Skills Services	145,950,000
TechnoServe	Empowering local communities to prevent violence against women and children in West Nile	
European Union	Empowering local communities to prevent violence against women and children in West Nile (ELVWC)	452,258,485
	Protecting the dignity of women and children in Ibanda and Buhweju districts (PDWC)	655,778,334
	Bridging opportunities for effective and productive livelihoods of youth prison inmates and ex-inmates in northern Uganda (BOPLYN)	833,143,964
Ford Foundation	To amplify young peoples' voices in decision making and public affairs in Uganda	
Ministry of Water and Environment	Implementation support for farmer field schools for sustainable small-scale irrigation facilities in Western and Lower central Uganda	83,032,073
Eirene Suisse	Institutional Support	12,343,331
<b>Total Restricted Grants</b>		<b>2,757,178,193</b>
<b>Unrestricted Grant</b>		<b>39,147,445</b>
<b>Total Income</b>		<b>2,796,325,638</b>

# Our Development Partners



**CARITAS** Schweiz  
Suisse  
Svizzera  
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ANNUAL REPORT 2019

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