



CARE International in Uganda  
**Annual Report**  
FY 2018-FY 2019

**Cover photo:** UNFPA Women Adolescents and Youth Participants during their first group level Income Generating Activity (IGA) production of mandazi.

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## List of Acronyms and Abbreviations

ACCU	Anti-Corruption Coalition
ACODE	Advocates Coalition for Development and Environment
APROCEL	Ankole Private Sector Promotion Centre Limited
ADA	Australian Development Agency
ANC	Antenatal Care
AKMWA	Akina Mama Wa Afrika
CCA	Climate Change Adaptation
CREAM	Community Organization for Rural Enterprise Activity Management
COVID	Community Volunteer Initiative for Development
DANIDA	Danish International Development Agency
EA	Environmental Alert
FGDs	Focus Group Discussions
FIP	Forest Implementation Plan
FSDU	Financial Sector Deepening Uganda
GAC	Global Affairs Canada
GBV	Gender Based Violence
GEWEP	Gender Equality and Women Empowerment Project
GOU	Government of Uganda
GWED G	Gulu Women's Economic Development and Globalization
HH	Household
IFAD	International Fund for Agricultural Development
IRM	Integrated Resources Management
JESE	Joint Effort to Save Environment
KIIs	Key Informant Interviews
KPSD	Karamoja Private Sector Development
LCS	Local Councils
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
M&E	Monitoring and Evaluation
MCH	Maternal Child Health
MNOs	Mobile Network Operators
MOH	Ministry of Health

MOGLSD	Ministry of Gender, Labour and Social Development
MWE	Ministry of Water and Environment
NORAD	Norwegian Agency for Development Cooperation
NDP	National Development Plan
NGO	Non-Governmental Organization
NUWEP	Northern Uganda Women's Empowerment Program
OVIS	Objectively Verifiable Indicators
PNC	Post Natal Care
PSEA	Protection & Sexual Exploitation and Abuse
RMM	Role Model Men
RICE.WN	Rural Initiative for Community Empowerment West Nile
SRH	Sexual Reproductive Health
STRENPO	Strengthening Resilience and Inclusive Governance
UWEAL	Uganda Women's Entrepreneurs Association
UWESO	Uganda Women's Efforts to Save Orphans
UWONET	Uganda Women's Network
UWMA	Uganda Women's Media Association
VSLA	Village Savings and Loans Associations
WAYFIP	Women and Youth Financial Inclusion Program
WENG	Women Empowerment in Natural Resources Governance
WENIPS	West Nile Private Sector Development Promotion Centre Limited
WORUDET	Women and Rural Development Network

## Vision

We seek a world of hope, tolerance, and social justice, where poverty has been overcome, and all people live with dignity and security. CARE will be a global force and a partner of choice within a worldwide movement dedicated to ending poverty. We will be known everywhere for our unshakeable commitment to the dignity of people.

## Mission

CARE works around the globe and in Uganda to save lives, defeat poverty, and achieve social justice.

## Core Values

### Transformation

We believe in urgent action, innovation, and the necessity of transformation –within the world and our own organization.

### Integrity

We are accountable to the people and partners we humbly serve, transparently sharing our results, stories, and lessons.

### Diversity

We know that by embracing differences, actively including a variety of voices, and joining together, we can solve the world's most complex problems.

### Equality

We believe in the equal value of every human being and the importance of respecting and honoring each individual; we know that change happens through people.

### Excellence

We challenge ourselves to the highest levels of learning and performance, tapping the best of human spirit to create impact.

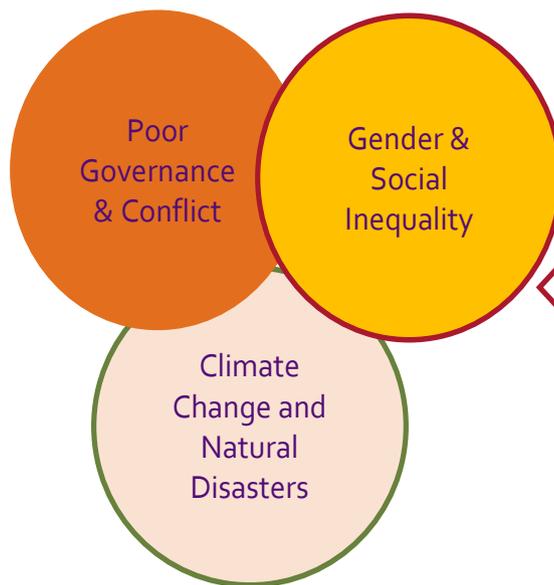
## 1. What issues are we addressing?

CARE's analysis points at three main issues that keep on driving poverty and social injustice in Uganda as described above. Therefore, all our programs are designed to address these root causes. While long term programs are better equipped to effect change on these drivers, CARE Uganda also ensures its humanitarian interventions address them. Sometimes, emergencies are even creating opportunities that would otherwise not exist. This is certainly the case around gender inequality. During crisis, women are often forced to take on roles traditionally reserved for men. Likewise, emergencies may create spaces for dialogues with duty bearers that displaced people may not have had before, enhancing governance and accountability. This is certainly the case in Uganda, thanks to the Government's progressive refugee policy that gives refugees a voice.

Addressing the risk of conflict is particularly critical during emergencies as the pressure on limited natural resources can cause tensions with host communities and between refugees. Lastly, chaos and disruption caused by shocks and displacement may force people to learn and embrace new skills, including more climate-smart technologies and less environmentally harmful practices to which they may not have had access or be open for before. Today, development and humanitarian actors refer to this framework as the triple "nexus" between humanitarian, long term development, and peace. For CARE, this is not a new concept as we are systematically tackling these issues across the continuum of aid.

## Drivers of Poverty in Uganda

1. Lack of accountability in management of land and natural resources.
2. Insufficient investment in socio-economic sectors (health, formal and non-formal education, agriculture, financial inclusion, poorly developed markets non accessible to the poor) leading to high youth unemployment rates & low human development;
3. Overstated systems (population growth, urbanization).
4. Fragmented civil society
5. Limited citizen engagement
6. Limited capacity of government agencies (central & decentralized)
7. Conflict in neighboring countries leading to displacement to Uganda further stretching institutions



1. Prevailing social & cultural norms & patriarchy that disempower women & girls leading to high prevalence of GBV (early & forced marriages, teenage pregnancies, domestic violence, harmful traditional practices, etc.), feminization of HIV, sexual exploitation & abuse. These norms considerably limit women and girls' participation in the private, public, economic and political spheres
2. Women are particularly affected by the lack of enforcement of legal and policy frameworks, including on Women, Peace and Security
3. Women & girls have limited control over their sexual and reproductive health

Exacerbate a prevailing unsustainable use of natural resources by further stressing the land and natural resources that poor and vulnerable communities are heavily depending upon

Natural disasters are expected to increase as the effects of climate change are increasingly felt

## 2. For whom? Our Impact Groups

CARE Uganda is working with its allies to impact the lives of “highly vulnerable, deprived and food-insecure women, girls, and youth, from Ugandan and displaced populations affected by conflict and disasters, at high risk of and/or already suffering from human rights violations, particularly Gender-Based Violence, specifically:

- Adult Women of Reproductive Age (18-45) with particular attention to the needs of young women;
- Adolescent Girls (10-18) and particularly those at risk of child marriage, teenage pregnancies, abuse, and exploitation;
- Male youth (18-30) given the risks of a growing idle, unemployed male population without hope for the future;
- In the humanitarian context in addition to the above groups, we provide assistance to Extremely Vulnerable Individuals (EVIs) in need of protection such as GBV survivors, victims of various forms of exploitation and abuse, People With Disabilities (PWD), Elderly people, highly marginalized groups;

## 3. In FY18&19, we reached the following numbers of people

The numbers presented in this report are drawing from CARE Uganda’s data as reported annually to CARE International through the Project Information & Impact Reporting System (PIIRS). The data aggregates beneficiary information from the various projects active during the fiscal category in each category that CARE country offices are reporting against, aligned with CARE International program strategy key indicators.

	As of June 30 <sup>th</sup> 2018	As of June 30 <sup>th</sup> 2019		
		Total	Women	Men
<i>People affected by humanitarian crises receiving quality, life-saving humanitarian assistance</i>	135,389	493,185	292,999	200,186
<i>Women &amp; girls exercising their rights to sexual, reproductive and maternal health and a life free from violence (GBV)</i>	200,287	693,545	429,998	263,547
<i>Poor and vulnerable people increasing their food and nutrition security and resilience to climate change</i>	9,052	103,500	64,170	39,330
<i>Women with greater access to and control over economic resources</i>	51,501	110,152	68,294	41,858

#### 4. What are we aiming to achieve? Our Impact goal and program objectives:

**Our Impact Goal** seeks to “Strengthen the resilience of the most vulnerable women, girls and youth in the face of growing risks of man-made and natural disasters and pervasive Gender Based Violence”.

**Our theory** of how resilience can be achieved is grounded in our experience in Uganda and elsewhere and is built on three main assumptions. We believe that resilience can only be achieved if the following conditions are met:

- *If women, girls and youth are living free from Gender-Based Violence and have control over their bodily integrity and particular control their Sexual and Reproductive Health,*
- *If they have access to dignified, diversified and sustainable livelihood opportunities that do not harm the natural resources on which they are dependent while building adaptive capacity to face both slow and rapid onset disasters, and*
- *If governance structures and relevant spaces at all levels, from local to global, are inclusive of empowered women, girls & youth, whether Ugandan citizens or refugees, with the required confidence and skills to influence decisions;*

Then, CARE’s impact group will be more resilient and able to thrive.

During FY18 and 19, this impact goal and theory of change was operationalized through the following interconnected objectives and key activities that were implemented through a number of projects.

## 5. Main achievements & key models

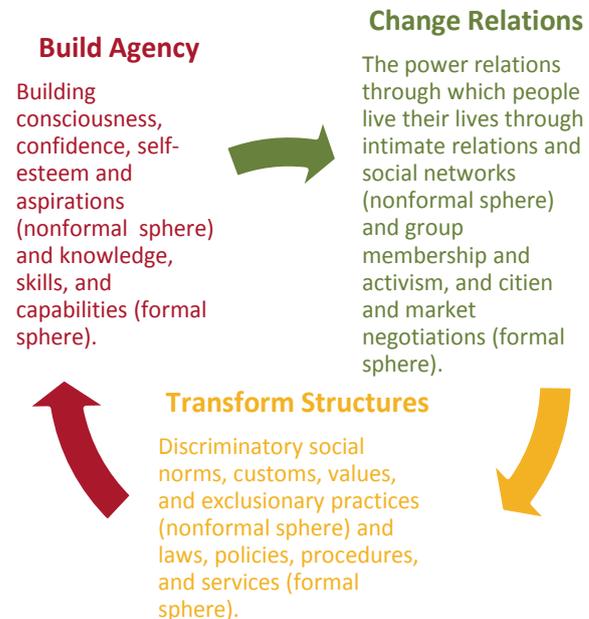
### 5.1 Gender Transformative Programming & CARE’s Gender Equality Framework (GEF)

CARE’s GEF was developed to support programmes in conceptualizing and planning gender equality work. The GEF builds on existing CARE frameworks and tools, in particular the Women’s Empowerment Framework (WEF). CARE views women’s empowerment through the lens of marginalized women’s struggles to achieve their full and equal human rights. In these struggles, women strive to balance practical, daily, individual achievements with strategic, collective, long-term work to challenge biased social rules and institutions. Therefore, CARE defines women’s empowerment as the sum total of changes needed for a woman (or girl) to realize her full human rights – the interplay of changes in:

- **Agency:** her own aspirations and capabilities;
- **Structure:** the environment that surrounds and conditions her choices; and
- **Relations:** the power relations through which she negotiates her path.

The GEF updates CARE’s previous Women’s Empowerment Framework to capture learning that **women and girls’ empowerment approaches must be synchronized with and complementary to engaging men and boys** and people of all/diverse genders for gender equality.<sup>1</sup>

CARE has a history of gender transformative programming globally and in Uganda however, these two years saw a more systematized and integrated approach linking more deliberately the individual, households, community, institutional and policy levels or the Agency, Relations as per CARE’s GEF. At individual level, we have intensified efforts to raise women, girls, men and boys’ awareness on the



<sup>1</sup> CARE’s Engaging Men and Boys for Gender Equality Series, Brief 1, page 3, explains synchronization and the programming elements evident in CARE’s engaging men and boys work, drawing on experiences from 20 countries.

negative impacts of prevailing gender inequality and resulting gender based violence and we have trained women and girls on their rights to protection and a life free from violence, on their leadership so that they are better prepared to voice their issues in relevant spaces. Driven by the “motto” response is the best prevention, we have also scaled up our GBV response interventions and provided services to a total of 1355 (f=1174, m=181) GBV survivors over the two years. At the household level, through tools like our Intra Household Gender Dialogues, we have supported couples to make joint decisions on the use of household incomes and productive assets through joint visioning, learning mutual respect and dialogue. At community level, through V/YSLAs, approaches like Sasa!, our Role Model Men and Boys (RMM&B) model, training and engaging opinion leaders, working with the media, we have built a critical mass of connected male and female change agents of different age groups increasingly acting as a unified force for change and denouncing inequalities both in development and humanitarian contexts. In total throughout the two years, we have trained 1225(f=633, m=592) volunteers who continue to act as activists and champions for gender equality. As we will see later in the report, we have also invested in our partners to become more gender committed and gender competent organizations so that they can lead the way in various policy advocacy efforts to improve the legal and policy framework.

### 6. Gender in Emergencies & expanding our response to refugees from DRC

In February 2018, CARE expanded its humanitarian efforts, focused on South Sudanese refugees in West Nile, to the South West of Uganda that faced a large influx of refugees from the Democratic Republic of Congo since December 2017, who were fleeing inter-ethnic violence and conflict in Ituri Province. CARE used its rapid gender analysis tool that identifies the different needs and capacities of women, men, girls, and boys to inform its response, which focused on providing immediate support to GBV survivors and their families, as well as emergency SRH services with a focus on pregnant and lactating women. CARE was able to start its response initially in Kyangwali settlement thanks to funding from CARE International’s Emergency Response Fund. Later, UNFPA, Danish Emergency Relief Fund (DERF), CARE USA, UK Start Fund, the staff of Equinor, and Novo Nordisk Foundation supported CARE to continue with the delivery of lifesaving SRH and GBV services, as well as UK Start Fund, which enabled CARE to strengthen Ebola preparedness in Kikuube and Hoima Districts. Our humanitarian program in Kyangwali has largely integrated protection/SRH and GBV intervention, offering case management services, and establishing safe spaces for survivors of gender-based violence. CARE’s assessment of SRMCH services revealed many gaps in the Minimum Initial Service Package (MISP) for reproductive health in crises. We responded by providing timely access to life-saving sexual and reproductive health services for the crisis-affected populations, with a focus on Pregnant and Lactating Women (PLW).

Effective January 1<sup>st</sup> 2019, CARE was able to scale up its efforts in Kyangwali and expand to Kyaka II settlement with funding from the EU Humanitarian Aid (ECHO) through a CARE-led consortium for a comprehensive integrated protection and GBV response called APEAL. APEAL is implementing ECHO's Basic Needs Approach and uniquely coordinating with other actors, including with other ECHO funded consortia, to ensure targeted vulnerable refugees have access to a comprehensive package of services. As will be seen later in this report, APEAL builds on evidence generated through our previous two ECHO grants under Oxfam and Mercy Corps respectively, replicating and scaling up tested models and piloting new innovations like "humanitarian V/YSLAs".

At the core of our humanitarian program is CARE's Gender in Emergencies (GiE) approach. This approach seeks to address gender barriers in emergency programs, in order to meet the needs of affected persons of all genders, ages, and abilities. In Uganda, CARE is applying this approach in 4 ways: (1) rapid gender analysis conducted at the start and throughout the humanitarian responses; (2) training of non-protection actors in mainstreaming gender; (3) preventing, mitigating, and responding to GBV; and (4) Women Lead in Emergencies, which works with women in the refugee communities to make their voices count in humanitarian planning and decision-making. Women Lead in Emergencies (WLiE) is currently being piloted with both South Sudanese and Congolese refugee women, with the financial support of the EU and Canadian Government.

## 7. Operationalizing the "nexus" with gender transformation at the center

The expansion and response in Kyangwali did not stifle our work in the South Sudanese refugee response in West Nile, which stabilized in 2018 and 2019 as the number of new arrivals from South Sudan slowly reduced. However as very few South Sudanese intend to return, it became critical to adapt the portfolio in West Nile from strictly humanitarian to more long-term development approaches, particularly in building resilience through climate change adaptation and sustainable and environmentally friendly livelihood options to increase the self-reliance of refugees and reduce the impacts of the large refugee presence on already impoverished host communities. Programming in the "nexus" therefore provided an opportunity to apply and adapt CARE's long term gender transformation models to the humanitarian space and go "deeper" in addressing deeply entrenched gender norms among both host and refugee communities who are stabilizing and require durable solutions.

With support from Norwegian Ministry of Foreign Affairs and the Austrian Development Agency, CARE was able to implement interventions targeting youth combining continued attention to GBV prevention and response with livelihood enhancing activities. Together the NMFA2 and ADA projects supported a total of 70 youth (M 17: F 53) with business development skills and start up grants and kits. Under ADA, a job center was

also built in Imvepi settlement which is still being supported to ensure full operationalization, increasing local institutional capacity for youth skilling and vocational training. In parallel, these two projects also supported immediate protection needs through their shelter components and we continued to implement lifesaving GBV and protection services, including shelter assistance through two grants from ECHO, through Oxfam and through Mercy Corps, that both closed in December 2018 and through support from the Danish Telethon. Additionally, starting 30<sup>th</sup> Oct 2018 UNWOMEN entrusted CARE with a two years' grant, AWEAR (Advancing Women's economic Empowerment and Resilience in the South Sudanese emergency response project) in West Nile, targeting refugee settlements in Adjumani and Yumbe, with a focus on economically empowering refugee women and girls through access to VSLAs and dignified income generating activities, including through more women friendly Cash For Work and Cash for Community Assets, further evidencing donors' commitment to support durable approaches in West Nile in line with Uganda's Comprehensive Refugee Response Framework (CRRF).

Our new UNFPA/DANIDA funded WAY project is leading the way in "nexus" programming in 98 sub-counties of eight districts of which five are refugee hosting districts in West Nile and Northern Uganda. WAY started on January 1<sup>st</sup> 2018 and is a five years project that combines a set of interventions across our theory of change; integrating economic empowerment and adaptive capacity building (working with YSLAs, farmer groups, livelihood groups) with gender transformation at scale through models like SASA!, Role Model Men and Boys, individual women and girls leadership, mentorship and empowerment models while facilitating access and utilization of GBV and SRHR services. WAY is currently CARE's most integrated program bringing together various evidence-based models from the humanitarian and development contexts and working with various age groups, including reaching boys and girls in 448 schools. As of end June 2019, WAY alone had directly reached 200,530 (120,318 women and girls and 80,212 men and boys). 802,120 people were reached indirectly (481,272 women and girls, 320,848 men and boys). Of these 27,711 women and girls and 18,474 men and boys were refugees directly reached. Indirectly the project reached 110,844 refugee women and girls, and 73,896 refugee men and boys.

With Global Affairs Canada (GAC) support, CARE is delivering interventions that aim at saving lives, reduce suffering and maintain human dignity for women, men, boys and girls and directly targeting 86,699 persons (both refugees and host communities as per CRRF and REHOPE frameworks) through the following sectors; Shelter Construction, GBV prevention and response, Sexual reproductive health and rights and Women's leadership in emergencies, in Arua districts specifically Rhino, Omugo and Imvepi settlements. Two permanent Maternity wards constructed and equipped at Yinga and Ofua H/C III for Increased access to critical SRHR services for SSD refugees and host community women with a focus on pregnant and lactating

women. 21 solar lights have been installed at water points, community lanes for safety and security. 153 protection cases (rape, defilement, Domestic violence) have been managed through the referral pathway (police, RWC, Health). 200 semi-permanent shelters for south Sudanese refugee PSN to access appropriate safe and dignified semi-permanent in Omugo settlement.

Through various community platforms including community parliaments, drama groups, awareness outreaches, 42,350 members (39,175 refugees/ 3175 Host) have been reached with comprehensive training on GBV, basic concepts on Gender, complaints and feedback mechanism, (23,277 F 9,073 M) A total of 150(F 59, M 91) community leaders and frontline workers trained on GBV and SHEA. 38 (F 20, M 18) frontline health workers trained on clinical management of rape (CMR), 54 Block leaders (F 5, M 49) and community leaders were trained on GBV, SHEA and referral. A total of 206 (155F, 51M) health workers trained on EmONC, PAC, CMR, VCAT and Cancer screening. 2 Ambulance services support to Siripi and Omugo H/C III and Supported 9 health centres with lifesaving equipment.

CARE is using the Women Lead in Emergency approach to realise Increased ability of women affected by crisis to meaningfully participate in humanitarian decision making with funding from GAC. Women Lead is where Gender Equality and Women's Voice meets Inclusive Governance in CARE's 2020 Programme Strategy. Women Lead aims at raising the voice of the marginalized woman to be able to participate in decisions that directly affect them including service provision. Women Lead is a 5-step approach to working with marginalized and crisis-affected women to transform unjust gender and power relations and to strengthen women's voice, leadership and representation in programming, governance and public decision-making

Through our new DANIDA funded Strengthening Resilience and Promoting Inclusive Governance Project (STRENPO) that works both in Arua (refugee hosting sub-counties of Omugo, Odupi, Uriama and Rigbo) and in Kyaka II, in partnership with national civil society organisations Advocates Coalition for Development and Environment (ACODE), Environmental Alert (EA), Rural Initiative and Community Empowerment West Nile (RICE WN) and Joint Effort to Save the Environment (JESE) respectively, building adaptive capacity has been more strongly integrated in our nexus programming framework. Concerned with the environmental degradation caused by large numbers of refugees, STRENPO builds on various natural resources based management and governance models tested under our previous FOREST project to promote sustainable livelihood options for refugees and host communities. Using participatory research such as CARE's Gender Sensitive Climate Vulnerability and Capacity Analysis (G-CVCA), STRENPO is uniquely bringing refugees and host communities together to jointly manage the natural resources they both depend upon for their survival, strengthening social cohesion between the two groups and reducing GBV risks for refugee women and girls

who are very often subject to threats and attacks when fetching water or firewood. STRENPO is also innovating with “green” solutions to waste management and energy in refugee settlements in partnership with private sector actors. As of end June 2019, STRENPO alone had reached 18618 beneficiaries. Of these, 10,090 were females and 8,528 were males. These beneficiaries have participated in economic activities, social mobilization for citizens to participate in policy processes and managing the environment that surround them. STRENPO works with duty bearers to engage them on policy implementation issues that affect the target communities as well as build capacity of CSO networks to engage with government.

### 8. Linking Women Leadership skills, self-healing and sisterhood across the continuum of aid

Throughout these two years, we have put a lot of emphasis on strengthening women and girls’ voices and building their confidence and capacity to express their views, concerns and needs in relevant spaces through leadership interventions embedded in our various programs, in both humanitarian and development contexts. However, the ADA funded Learning for Change (L4C) project that closed in March 2019 has been a real breakthrough in our conceptualization and approach to women leadership.

Through L4C that also had a psychosocial component, CARE and partners’ staff were made to understand that isolation and depression caused by poverty and deprivation are major barriers to women taking up leadership roles. We learnt that leadership training programs that ignore these facts have limited to no impact and that women must first be taken through a personal journey of self-healing from which hope for the future and the desire to speak up, act, demand and drive change can be built. In so doing, we also realized the importance of having safe spaces and building a “sisterhood” from which collective power and strength can be generated both for mutual healing and collective actions. This required taking a different approach to women leadership, starting with more attention to needed counseling and psychosocial support, to safe spaces and to personal transformation from a state of depression to a state of activism. The L4C project was highly successful in adapting to these findings as evidenced by the brief included in this report. L4C also informed how we work on Women Leadership across the portfolio, including in the refugee setting. Through our GAC funded project in West Nile, Omugo settlement, and through our ECHO funded grant APEAL in Kyangwali and Kyaka II, we are also piloting a Women Lead in Emergencies (WLIE) approach, building on the model developed by CARE’s Global Emergency Team. Our projects already acknowledged and supported existing women’s groups or networks amongst the crisis affected community and worked to transform unjust gender and power relations by supporting women’s collective voice and leadership in humanitarian decision-making. Building on L4C’s knowledge, we are also placing more attention to women’s emotional needs and

mental health in WLIE models in emergencies where trauma levels are very high as evidenced by the increasing numbers of suicides. (reference TPO reports.)

## 9. Engaging Men and Boys (CARE's Role Model Men Boys' Approach)

Partnerships with men and boys are crucial for gender equality to be achieved. CARE Uganda has a long experience Engaging Men and Boys as champions for gender equality and is a member of the Uganda Men Engage Alliance. Often men are the decision-makers in many aspects of women and girls lives – as leaders, husbands, fathers, brothers, etc. Young men and boys will be future leaders, partners, fathers. If they continue to model and pass on oppressive and violent forms of masculinity, the fight against Gender-Based Violence in all its forms will not be achieved. Through our support to men and increasingly young boys in both Ugandan and refugee communities, we build a new generation of brothers, fathers, uncles, friends and male leaders who are breaking free from the societal expectations and patriarchal constraints. These men and boys promote gender-equitable attitudes and behavior, working together along with women to ensure that the future of Uganda is free of gender-based discrimination. In FY 2018 and 2019, we trained a total of 911 Role Model Men and Boys across our different projects. We would like through this report to recognize the courage of the men and boys who decide to break free and distance themselves from traditional violent and oppressive forms of masculinity. Our various research and engagement with them continues to evidence that it is not an easy choice. It comes along with backlash such as mocking, isolation and even suspicion from spouses for those who are married. In the end, the *"benefits at the end of the journey are worth the pain"* as many report but the initial reactions from the entourage are difficult, requiring continued accompaniment and risk management.

## 10. Transforming gender norms through Menstrual Hygiene Management

Menstruation should not be the end of a girls' education, prevent women from attending events (including food distribution in refugee settlements) or be a source of violence when women and girls end up cutting cloth from blankets in their NFI kits to manage their periods and are beaten by male partners as a result. Building on findings from several Rapid Gender Analysis conducted in refugee settlements since 2016, in 2018 and 2019 pointing at the linkages between limited menstrual hygiene management options and GBV, CARE extended its Menstrual Hygiene Management interventions and transformed it into a pillar of its integrated Sexual Reproductive Health and Gender Based Violence prevention package. In collaboration with local partner WOMENA and funded by ECHO, we piloted menstrual cups in Imvepi settlement with a 100 women and girls. The cups were introduced within a larger Sexual Reproductive Health package teaching women

and girls about their reproductive cycle, their anatomy, the risks of early wanted pregnancies, of HIV and other STIs. CARE added its expertise in engaging men and boys to WOMENA's expertise in the introduction of the cups. Results were amazing. Thanks to the engagement of CARE's role model men, there was no backlash and men became menstrual cups' champions passing on messages on the benefits of the cups for women and girls' mobility and their overall well-being and dignity. 87% of women and girls reported using the menstrual cup consistently throughout the 3-month trial period. 94% of respondents said they felt "very satisfied" with the comfort of using the Ruby Cup. The cups are low costs (less than \$20 for 10 years' longevity) leading to savings compared to buying disposable pads. Every woman or girl using a cup can save up to 1,028,000, UGX over a period of 10 years. This does not consider other positive impacts from not selling NFIs or parts of their food rations.

Building on this pilot, ECHO, under our new APEAL project for 2019 is now supporting CARE and WOMENA to scale up the roll out of menstrual cups in Kyangwali and Kyaka II refugee settlements. This is done in an integrated fashion using YSLAs and other Adolescent girls' friendly spaces.

Menstrual Hygiene Management has also been scaled up in 448 schools of the UNFPA funded WAY project through Hygiene and Sanitation clubs. Through these clubs, gender norms are being challenged and boys are supported to explore the roles they can play to support their entire school community and the larger community. Discussions on general hygiene move to menstrual hygiene and why this should not be barrier to girls' development and their right to stay in school. Boys are encouraged to explore how they contribute to the stigma associated with menstruations and supported to challenge and change that.

***"The boys will laugh at me! We cannot talk about periods! I cannot go to school because I have my period!"***

The WAY project is using innovative and responsive solutions led by the projects Role Model Adolescent boys in schools. In the Mireiyi refugee settlement in Adjumani district, a primary school that serves both refugee and Ugandan boys and girls. The Mireiyi Primary School is one of the 448 schools which is supported by CARE International in Uganda through the DANIDA/UNFPA Uganda funded Women, Adolescents, Youth (WAY) rights and empowerment program.

13-year-old Andama Job is leading the fight to change attitudes and break barriers around menstruation in his school. Through the WAY project, he has learned how to make reusable Menstrual Pads, how to use the reusable Menstrual pads and he teaches girls in his school and his community about how to make and use these reusable menstrual pads.

Job is a symbol of hope; he ushers a new generation of young boys and men into a world where periods are not a private issue that concern only women and girls but men and boys alike. Job is normalizing menstruation and shattering the box of toxic masculinity – he will not be bound by the box that patriarchal societies create for men and boys. Job advocates for the rights of girls in his school and more importantly, Job is teaching boys his age about gender equality, SRH, GBV, and why they all should be champions of change in their communities.

## 11. Continuously reinventing VSLAs

CARE celebrated 20 years of experience forming Village Savings and Loans Associations (VSLAs) and Youth Savings and Loans Associations (YSLAs) in Uganda in 2018. As of end June 2019, CARE Uganda has established 30,780 savings groups and improved the wellbeing of 791,255 women<sup>2</sup> and continued to innovate with this model. During these two years with support from various donors including the Ministry of Finance through the PROFIRA project, the Pepsi Cola Foundation, the BMGF and the Peierls Foundation, ECHO, DANIDA, UNFPA and UNWOMEN we have intensified our efforts to use V/YSLAs as our main mobilizing and empowering platforms, increasingly using it in nearly all our interventions, including in the humanitarian context. Financial inclusion is a critical element of our strategy to build resilience and CARE Uganda's programme experience has shown that women-led savings groups are an effective platform for promoting women's economic empowerment, women's voices and gender equality. To achieve this, CARE Uganda has

<sup>2</sup> Vandergaag, K., Pennotti, C. 2017. 'An Overview of the Global Reach of CARE's Village Savings and Loans Association Programming'. Access Africa CARE International.

built on the minimalist VSLA model (focused purely on saving and lending activities) to deliver a more holistic model known as VSLA 'plus'. Under the VSLA 'plus' model, membership of a savings group provides women with the opportunity to also access trainings on literacy and numeracy, small business development and life skills, information about their rights, including information on sexual and reproductive health rights and GBV prevention and response, and leadership skills. Maturing VSLA groups and advancing mobile technology have meant new needs and opportunities arise such as digitalization. With support from the Bill and Melinda Gates Foundation, in partnership with DoubleXconomy (research partner) Postbank and local partners APROCEL and COVOID in Western Uganda, CARE has tested an innovative digital approach with 1,876 project participants, including 1,339 (71%) women's equitable influence over household financial decisions by developing mobile money sub-wallets, linked to VSLAs, specifically targeting women's priority needs, combined with household financial planning modules to prevent gender and intergenerational conflict about the use of savings and other household incomes and assets.

CARE's V/YSLAs have also proven to be a social capital and protection platform with both Ugandan and refugee communities. From CARE's experience, once organised in groups and supported to gain self-esteem, self-confidence, having been trained on leadership and negotiating skills etc, women gather individual strength in the collective of the group to claim their rights and hold leaders accountable. Over the last two years, VSLAs have proven to be such an empowerment platform, turning into women led CBOs, from which feminist action is organically growing. While many groups have about 20 to 30% male members, in the refugee context, women often traumatized by violence perpetrated by men, prefer to have women only savings groups which also act as safe spaces. In such cases, the groups become collective healing spaces where life experiences can be shared safely and from where mutual support naturally emerges.

CARE recognizes that transforming VSLAs into feminist CBOs is more challenging in the refugee context but there is emerging evidence from the UNFPA funded Women And Youth (WAY) and GAC funded interventions that the power of feminism surpasses nationalities, ethnicities, tribes and other characteristics that divide. By bringing women from the refugee and host community together in VSLAs and women safe spaces and supporting them to identify the violations, deprivation and discrimination they share but also to gradually realize their collective power and their rights through our GAC supported Women Lead in Emergencies model, powerful women led CBOs in refugee are emerging out of the combination of these models in refugee settlements as well.

Under our APEAL ECHO funded project, 2,678 highly vulnerable adolescent refugee girls and young women from DRC are specifically targeted and organized in YSLAs, in combination with a Girls' Empowerment package and access to menstrual cups.

## 12. Climate resilience and disaster preparedness

In 2018 & 2019, we have remained at the forefront of building climate resilience, empowering poor and marginalized people to take action on climate change at all levels and building knowledge for global change. Through Partners for Resilience (PfR) and the She feeds the World (SFTW) projects, we stepped up our efforts to mitigate climate change in high risk districts of Uganda and PfR has been particularly engaged actors at local and national levels in lobbying for a favorable policy environment, mobilizing communities. As at June 2019, PfR had reached 11,981 beneficiaries.

CARE through her resilience programming implemented a regional initiative in partnership with CORDAID and Wetlands International called the Horn of Africa to scale up monitoring of policy implementation in Disaster Risk reduction. The Horn of Africa uses a media approach to monitoring and raising policy issues. 39 Journalists across the Horn of Africa were training in Climate Change Adaptation and Disaster Risk Reduction to improve upon the quality of reporting by media.

## 13. With whom did we work? Our partners

### Civil Society Organisations

In line with our partnership approach and Institutional Development and Organizational Strengthening goals, we worked with a total of 17 national and local Civil Society Organizations, namely ACODE, EA, JESE, ACCU, RICE WN, CREAM, UWESO, COVOID, APROCEL, GWED-G, WORUDET, UWONET, UWMA, FAPAD, Akina Mama Wa Africa Kabarole Resource Center, WOMENA, EMLI. There are other CSOs and networks with whom we have organized strategic events such as Green Peace Advocacy and Water and Environment Journalists Network. The ADA Learning For Change (L4C) project has been particularly effective at building more gender committed and gender competent CSOs, training a total of 218 staff members (127 women and 91 men) from seven partner NGO's in Gender Equity and Diversity and in delivering gender transformative programs, including building their capacity in training women in Leadership as mentioned above and exploring their own leadership challenges in their own organizations. Of these 19 organizations, several are women led (e.g. Akina, WORUDET, UWMA, CEWIGO).

CARE supported women-led organizations to ensure they are uniquely positioned to reach women and girls in marginalized and vulnerable positions but also to raise their issues in relevant spaces at district, regional national and when pertinent in international fora. We supported 10 of who four are female Ugandan CSOs to participate in training and advocacy events abroad, amplifying their voices and connecting them to peers in other countries.

Our partnerships with women-led organizations play a pivotal role in advancing gender equality and in giving women and girls spaces, skills and courage to speak out and claim their rights to resilience and a life free from violence. Since its creation, CARE has also supported the Refugee Engagement Forum (REF). While not an official registered CSO, this forum is a civic space to ensure refugees have a voice in the Comprehensive Refugee Response Framework Steering Group. Refugee Welfare Councils elect their representatives in the REF and with financial support from ECHO, CARE has already provided several trainings to REF members, including female members to ensure they are equipped to fulfill this important mandate.

We have also started to work with local partners in the refugee response and these include; WOMENA, KRC, RICE and JESE among others, who we have also offered trainings on Protection from Sexual Exploitation and Abuse and having appropriate reporting mechanisms in place for wrongful conduct.

We have worked in consortia with international NGOs, including with Oxfam, Mercy Corps, Save the Children, International Rescue Committee, Cordaid and Red Cross.

Through L4C CARE also strengthened its partnership with Uganda's Women movement, training over - 126,257 women in leadership roles and preparing them to effectively voice and represent women and girls' issues in various formal and informal bodies, including Uganda's territorial administration, Local Councils and many others.

CARE has been the Chair of the INGO Refugee Network until July 2019 and is the co-Chair since August. CARE also continued to engage actively with various technical working groups in both the refugee response and other development coordination bodies and CSO networks. CARE has actively participated in the Energy and Environment working Group (WORKGREEN) and other civil society networks to engage government processes. CARE has been active in supporting the Environment and Natural Resources Network, the Male Engage Network, to share information, UN1325, Gender Coordination, Mental Health Psychosocial Support working Group. The participation centered around sharing information, networking, reflection and learning.

## Private Sector

FY 18 and 19 saw an increase of our engagement and partnerships with private sector organizations in both our long term development and humanitarian portfolio. Private sector engagement is an essential part of addressing development challenges and the role of the private sector in the humanitarian context is increasingly recognized. Key outcomes related to economic development and long term stability of displaced refugee population hosted in Uganda hinge on the ability of the private sector to generate sufficient opportunities, income, and investments. Yet the private sector is often ill prepared to reach and work with the most excluded, particularly refugees and very poor women. CARE Uganda is increasingly able to effectively support private sector actors address gender barriers and develop women friendly and gender responsive approaches. In West Nile, we worked with a range of small and medium enterprises to train youth under. We have partnerships with Mobile Network Operators and Formal Financial Services Providers for our financial inclusion work, including Postbank, Airtel, Karamoja Private Sector, West Nile Private Sector. Under STRENPO and PFR, we worked in the honey value chain with HIVE Uganda and in clean energy with Africa clean energy. In the recently started Eco-DRR project. At the beginning of FY19, we explored partnerships with a number of Danish Companies to provide innovative solutions around environment conservation in refugee settlements. These companies are in the process of developing prototypes that may be funded by a Norwegian Innovation Fund accessed by CARE. In a nutshell, private sector engagement has been significantly growing.

## Government of Uganda

Our partnership with the Government of Uganda was also expanded. In order to promote sustainable development and to replicate our efforts and amplify our impact, CARE Uganda has continued to nurture a strong partnership with the Government of Uganda and its various Departments and Ministries. CARE Uganda has MOU's with the Office of the Prime Minister and very close working relationships with various Ministries, including MAAIF, MWE, MGLSP, Ministry of Finance, Ministry of Health and other Government institutions such as NFA. We have MOUs with all District Local Governments where we work and involve them in proposal design, project inception, implementation and close out, often as members of our projects steering committees. CARE Uganda teams around the country make deliberate efforts to ensure that our work integrates into their District Development Plans. Thanks to the revised Comprehensive Refugee Response Framework (CRRF) Road Map, more emphasis is put on integration of the refugee response in district plans and, in late FY19, CARE has been granted funds from the EU Trust to support Kikuube District, host to Kyangwali refugee settlement, to integrate the refugee response and disaster preparedness in its District Development Plan and budget. CARE sees this new project as an opportunity to consolidate its collaboration with the Government as the knowledge generated will also be shared at national level and

through Uganda's Local Governments' Association, with due attention to gender issues, the specific needs to women and girls and other vulnerable groups.

Our partnership with government was also expanded through the secondment of CARE staff to seven District Local Governments to ensure joint implementation and ownership of the projects in these districts (WAY, AWEAR, PFR).

### Media

CARE Uganda partners with the media, print, radio, television at national and local levels, because they play a vital role in disseminating critical information and in educating marginalized groups on their rights. CARE is also supporting the media to provide information that allows citizens to make informed decisions (e.g. sharing information on key policies and how they affect and benefit people particularly women and girls) and to hold various stakeholders accountable such as Governments, investors, etc promoting transparency, good governance and accountability.

Over the course of FY18 and 19 with the support of the Austria Development Agency funded Learning for Change and the Ministry of Foreign affairs Netherlands funded Partners for Resilience projects and DANIDA for Strengthening resilience and inclusive governance project, CARE, Uganda strengthened the media's capacity to report, program and discuss the issues that affect the most vulnerable with relevant and well-researched data specifically on Integrated Risk Management, Gender Based Violence, Sexual Reproductive Health Rights, Prevention of Sexual Harassment, Exploitation and Abuse.

We also partnered with the media during the 2018 "16 Days Activism" campaign and joined women and workers around the world to break the silence around GBV in the workplace and call for governments, employers, and workers to agree to a new International Labor Organization (ILO) Convention on ending violence and harassment in the world of work. On June 21, 2019, the ILO adopted the Convention and Recommendation and Uganda later ratified it. We have since supported three organisations role out measures against sexual exploitation at the work place including Stanbic Bank Uganda Limited, Give Directly, and World Vision through sharing materials and sometimes conducting trainings.

### Research partners

Research is required to generate cost-effective, impactful and sustainable solutions for the multi-dimensional challenges that women, girls, and youth face and to test the various models that CARE and its partners are developing and continuously adapting.

In FY18 and FY19, in partnership with Double X Economy, a leading consultancy & research firm, and Post Bank Uganda, with funding from the Bill and Melinda Gates Foundation, CARE invested in research centered on testing our theory of change that assumes that if women have equitable influence over household financial decisions, and if they have increased access to and capability to use financial products that are designed for the way they plan and use money, then their individual financial autonomy will increase. Combined with the introduction of a digital sub wallet to allow women to save for specific goals as described earlier in this report, this research will yield key knowledge to improve women's financial autonomy and ultimately reducing the risk of GBV.

Research is also needed to inform advocacy efforts as we will see later in this report. In FY19, CARE Denmark and CARE Netherlands supported CARE Uganda and local partner Environmental Management for Livelihood Improvement Bwaise Facility (EMLI) to conduct an Adaptation Finance Tracking Study. The objective of the study is to ascertain whether the reporting on climate finance for adaptation activities reflects reality on ground and whether the funded adaptation actions targeted the poorest and most vulnerable parts of the population and were gender sensitive.

CARE Uganda through Partners for Resilience (PFR) seeks to influence policies and support effective policy implementation in the Horn of Africa (HOA). To support these advocacy efforts, CARE Uganda is undertaking research to map the extent to which investments among pastoralist communities at the border of Uganda and Kenya have increased climate vulnerability of marginalized groups, especially women and girls and to inform the identification of actions that build resilience to climate risks without exacerbating gender inequality.

The results of these various studies will be duly disseminated once available and used to improve models and to inform advocacy efforts.

#### **14. Rights oriented evidence-based advocacy:**

Advocacy is integral to achieving our goal and particularly to effect policy change and / or enforcement. While CARE has been involved in several priority advocacy issues during FY18&19, we have chosen to report on one key achievement in this report, the passing of the Uganda's Climate Change Bill, given how critical this is for Uganda's development. In addition, Women Peace and Security remained a priority advocacy theme in FY18&19 and various projects (L4C, Policy Dialogue II) worked closely with CSOs and Government of Uganda to review the achievements from the last UNSCR 1325 National Plan of Action, extract lessons learnt and inform the development of a new plan. This process is still ongoing.

## CARE's Contribution to the Climate Change Bill



## 15. Capitalizing on Great Lakes regional presence and decades of experience - Our Great Lakes POWER Model

CARE Uganda and our colleagues in DRC, Rwanda, and Burundi are working together to achieve the three objectives of CARE Uganda's strategy mentioned earlier using the POWER model which is an integrated, rights-based model for preventing and responding to Gender-Based Violence (GBV) in the Great Lakes region. The POWER model brings together five key programming elements, that work across multiple levels with individuals, households, communities, local-level duty bearers, and service providers, partners and decision-makers at the national, regional and international levels. The model aims to transform the unequal power relations between men and women and different groups or social categories that are the underlying causes of GBV which often worsen in conflict or crises. As such, it includes actions across all the three domains of CARE's Gender Equality Framework by building the agency of women and girls and men and boys; changing relations at household and community levels, and transforming structures and institutions (including social norms). It capitalizes on our collective experience and established networks and relationships working for several decades on GBV, SRH and women and girls' economic empowerment in this region.



**Promoting women and girls' economic, social and political empowerment.**

**O**rganizing and **e**ngaging men and boys to challenge gender inequitable social norms and practices.

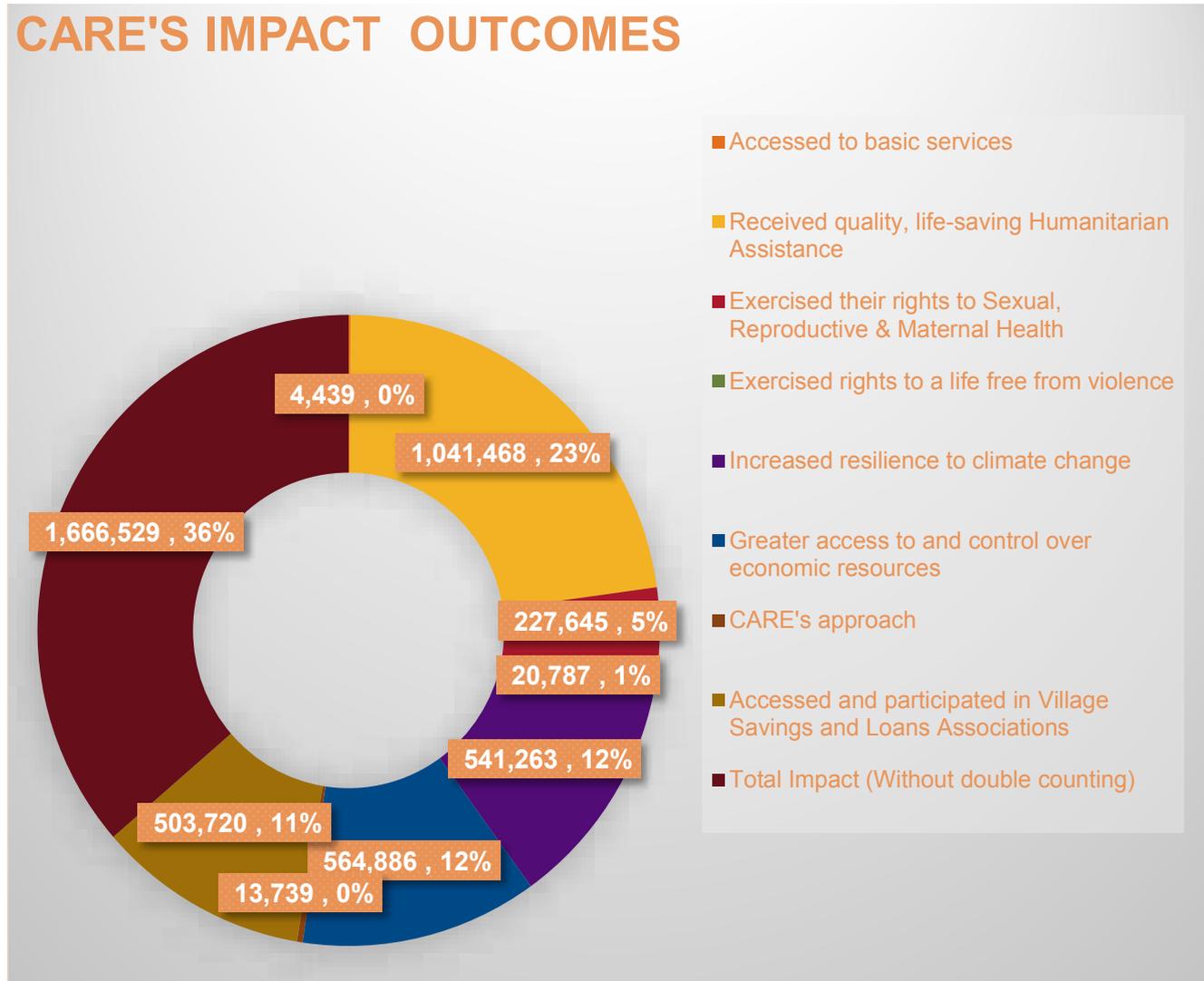
**W**orking with communities to facilitate **community dialogue, activism and action.**

**E**ngaging with **local-level duty bearers and service providers** for strengthened **capacity, coordination, resourcing, and accountability.**

**R**eaching and influencing **decision-makers** through **advocacy and partnerships** at national, regional and international levels.

## 16. Our Impact

### CARE'S IMPACT OUTCOMES



## 17. Financial information

	Unrestricted	Restricted	2019	2018
	Funds	Funds	Total	Total
	US\$	US\$	US\$	US\$
<b>INCOME</b>				
Grants & Contracts Direct Revenue	-	7,915,136	7,915,136	5,699,682
Miscellaneous Income	27,862	-	27,862	29,910
Private Restricted Fund Adjust	692,947	(593,767)	99,180	1,685,569
Support to HQ - Mgt Fee Support	-	5,652	5,652	-
Interest Income	27	-	27	244
<b>TOTAL INCOME</b>	<b>720,837</b>	<b>7,327,021</b>	<b>8,047,857</b>	<b>7,415,404</b>
<b>EXPENDITURE</b>				
Personnel Costs Payroll	141,518	2,695,831	2,837,349	2,467,639
Professional Services	99,058	105,060	204,118	322,455
Equipment Purchase Expensed	6,374	105,029	111,403	173,024
Materials Services & Consumable	161,215	2,446,877	2,608,091	2,167,960
Travel and Transportation	129,982	1,056,999	1,186,981	787,152
Occupancy	29,499	209,379	238,878	224,862
Financing/Depreciation/Miscellaneous	53,342	324,660	378,002	179,294
Grants/Sub Grants/Seed Capital		1,231,238	1,243,274	687,001
Inter Units Grants & Support	-	47,051	47,051	13,027
<b>TOTAL EXPENDITURE</b>	<b>633,023</b>	<b>8,222,124</b>	<b>8,855,147</b>	<b>7,022,414</b>
<b>SURPLUS/ (DEFICIT) FOR THE YEAR</b>	<b>87,813</b>	<b>(895,103)</b>	<b>(807,290)</b>	<b>392,990</b>

## CARE International in Uganda

	2018	2018	2019	Total
	US\$	US\$	US\$	US\$
	Un Restricted	Restricted	Restricted	
<b>Grants&amp; Contracts Direct Revenue</b>				
Austria	-	955,143	760,034	760,034
Denmark	-	529,818	1,716,451	1,716,451
Netherlands	-	239,467	280,070	280,070
Norway	-	346,729	661,976	661,976
Care UK	-	1,922,473	979,095	979,095
Other Donors	-	109	595,625	595,625
Care Canada	-	622,601	1,038,148	1,038,148
Emergency Relief Fund	-	49,935	84,817	84,817
PROFIRA	-	613,491	223,000	223,000
UNFPA	-	329,438	1,576,231	1,576,231
UNICEF	-	30,721		
EMOR UGA Safe Water	-	71,741	(312)	(312)
Financial Sector Deepening Uganda	-	(11,984)	-	-
	-	<b>5,699,682</b>	<b>7,915,136</b>	<b>7,915,136</b>
<b>Miscellaneous Income</b>				
Miscellaneous Income	27,862	29,910	-	27,862
	<b>27,862</b>	<b>29,910</b>	<b>-</b>	<b>27,862</b>

## INCOME (CONTINUED)

	2019	2018	2019	Total
	US\$	US\$	US\$	US\$
<b>Private Restricted Fund Adjust</b>	Un Restricted		Restricted	
GATES	-	262,375	-	-
Global Emergency Response Canada	-	138,197	-	-
Horn of Africa	-	75,000	-	-
Others	-	49,438	21,092	21,092
PEPSI	-	614,184	(614,184)	(614,184)

PIERS	-	125,000	-	-
Un Restricted	692,947	421,375	-	692,947
Care Canada	-		(675)	(675)
<b>Total</b>	<b>692,947</b>	<b>1,685,569</b>	<b>(593,767)</b>	<b>99,180</b>
<b>Intra-Company Grants &amp; Support</b>				
Support to HQ - Management Fee Support	-	=	5,652	5,652
	-	=	<b>5,652</b>	<b>5,652</b>
<b>Interest Income</b>	<b>27</b>	<b>244</b>	<b>-</b>	<b>27</b>
<b>Total</b>	<b>720,837</b>		<b>7,327,021</b>	<b>8,047,857</b>



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