



## Community Empowerment for Peace and Development West Nile (CEPAD-WN)

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### ANNUAL REPORT FOR 2022



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## List of Acronyms

APEAL	Access Protection Empowerment Accountability and Leadership
CBMs	Community Based Mobilizers
CBWs	Community Based Workers
CEPAD-WN	Community Empowerment for Peace and Development West Nile
CTPBN	Conflict Transformation Peace Building and Non-violence
FFO	Foreign Federal Office
GBV	Gender Based Violence
GD	Governance and Democracy
GGYE	Gender, Girl child and Youth Empowerment
IFA	Institut Fur Auslandsbeziehungen
IGD	Institutional Growth and Development
MHM	Menstrual Health Management
NGO	Non-Governmental Organization
OPM	Office of the Prime Minister
POCs	Persons of Concern
SGBV	Sexual Gender Based Violence
SRHR	Sexual Reproductive Health Rights
UNHCR	United Nations High Commission for Refugees
WECSINET	West Nile Civil Society Organization Network
WFP	World Food Programme
WUSC	World University Services Canada

## Executive Summary

CEPAD WN was founded in 2014 as a voluntary non-profit national NGO that works to resist violence, transform conflicts and build peace in communities. Our vision is a nonviolent and peaceful society where every person has access to basic human rights and a life in dignity. CEPAD WN works to empower communities for sustainable peace and development, through training, research and advocacy. Our program areas include: 1) Conflict Transformation, Peace Building and Non-violence (CTPBN), 2) Governance and Democracy (GD); 3) Gender, Women, Girl-Child and Youth Empowerment (GWGYE) 4) Land, Environment and Climate change (LECC) and; 5) Institutional Growth and Development (IGD).

This report highlights our work to empower communities to become self-reliant, live meaningful lives, and become agents of positive change, build confidence to resist violence, transform conflicts and build peace in three refugee settlements (Palorinya, Imvepi, Rhino Camp) in Uganda, West Nile Region in the year 2022.

In 2022 CEPAD-WN implemented 2 Projects under the Conflict Transformation, Peace Building and Non-violence (CTPBN) program and these included the *Promoting Inter-Community Engagement (Dialogue) for reconciliation, peace and social cohesion in Refugee Settlements and host communities in West Nile Project implemented in Palorinya, Rhino Camp and Imvepi Refugee Settlements and the Enhancing the capacity of women for peace and sustainable development project that was implemented in Palorinya Refugee Settlement. The two projects aimed at promoting peaceful coexistence among communities and empowering women for sustainable livelihoods through training's, dialogues, and sensitizations.*

*One project was implemented under the Gender, Women, Girl-Child and Youth Empowerment (GWGYE) program I.e Access, Protection, Empowerment and Leadership (APEAL IV). This project aimed at preventing Gender Based Violence GBV and promoting Menstrual Hygiene Management (MHM) among communities in Imvepi refugee settlement, Zone1. Under this project we were able to educate and sensitize communities, local leaders, community based mobilizers and teachers on issues evolving around Gender Based Violence (GBV) and menstrual hygiene management.*

*We had a number of achievements under Institutional Development (ID) ranging from growth the in number of staff in senior and junior positions, acquisition of assets, developed and improved policies, secured and furnished field offices, organized staff capacity development training's in various areas, conducted resource mobilization initiatives and signed MOUs with 3 districts where we operate (Madi Okollo, Terego and Obongi).*

*Besides a successful implemented of all the project and achievements, there were also some challenges registered such as limited funds, failure to implement projects on time, delay in release of project funds, loss of organization property and high staff turnover. We hope for a better year to turn some of the challenges to achievements that is to invest more in staff capacity development, lobby and network for more funds, comply with all regulatory authorities, improve on systems, policies and adherence, expand resource mobilization approaches and increase our visibility and media coverage.*

## **About Community Empowerment for Peace and Development West Nile (CEPAD-WN)**

Community Empowerment for Peace and Development West Nile (CEPAD -WN) is a voluntary non-profit national NGO that works to resist violence, transform conflicts and build peace in communities. CEPAD-WN was founded in 2014 by Ugandan women who have worked in conflict zone for more than a decade and are scholars of peace and conflict management. CEPAD-WN envisions a future of communities where conflicts are resolved non-violently and all rights are respected.

We visualize a nonviolent and peaceful society where every person has access to basic human rights and needs and we work to empower communities for sustainable peace and development, through training, research and advocacy. Our program areas include: 1) Conflict Transformation, Peace Building and Non-violence (CTPBN), 2) Governance and Democracy (GD); 3) Gender, Women, Girl-Child and Youth Empowerment (GWGYE) and; 4) Land, Environment and Climate change (LECC) and; (5) Institutional Growth and Development (IGD). CEPAD-WN is a registered entity with national NGO Bureau (Reg. No 5623), West Nile Civil Society Organization Network (WECSINET), Madi Okollo District local government, Obongi District local government, Terego district local government, West Nile Humanitarian platform, and a member of the Feminist Humanitarian Network, CEPAD-WN also subscribed to charter for change Uganda, a body which advocates for localization of Humanitarian agenda

The organization values working in partnerships and in collaboration with others. As a result, CEPAD-WN worked with civil society organizations, particularly the youth, women, faith-based, refugee population and traditional structures in West Nile to transform conflicts, and to promote nonviolent and democratic principles. Since 2018, CEPAD has been working with refugees and host communities in West Nile to transform conflict and build community based sustainable peace through engagement of grassroots communities and their leaders, community empowerment, training, advocacy, and research. Currently CEPAD WN carries out activities across three settlements of Rhino Camp, Imvepi and Palorinya refugee settlements in Madi Okollo, Terego and Obongi districts respectively.

## **Implementation Overview**

### **1. Conflict Transformation, Peace building and Nonviolence (CTPBN),**

*Provide a summary of key achievements (Statistics, Photos and graphics) against this strategic theme)*

In 2022 CEPAD-WN implemented 2 Projects under the Conflict Transformation, Peace Building and Non-violence (CTPBN) program area as below;-

#### **1.1. Promoting Inter-Community Engagement (Dialogue) for reconciliation, peace and social cohesion in Refugee Settlements and host communities in West Nile Project.**

CEPAD-WN with financial support from the German Federal Foreign Office (FFO) through Institut Für Auslandsbeziehungen (IFA) implemented the project in Rhino Camp, Imvepi and Palorinya refugee settlements. In this period of implementation CEPAD-WN was able to conduct baseline survey in 1 new project location, conducted inception and entry meetings with 139 key stakeholders (84males and 55females) to introduce the project and create ownership, Conducted capacity building of 15 project staff (12 females and 3 males), 141 Project Visibility materials produced to create awareness on peace

building and conflict transformation and these included; Teardrop banners (3) and Pull-up banners (3), Jackets for field and project staffs (30 pieces), Production of Identification Cards (15 pieces), T-shirts for project staffs (30), Printing of Umbrellas (30), Bags printed with CEPAD-WN, IFA/Zivik and FFO logos (30).

140 community leaders (25 females and 115 males) were trained on GBV, conflict transformation and peace building skills, 10 local peace clubs were formed comprising 100 people (70 females and 30 males) trained and functional, 88 local leaders (47males and 21 females) were trained on Land laws and awareness creation on interpretation/translation of the land laws, organized Youth conference for 60 youth (31males and 29females) on youth skilling, peaceful dialogues, sensitization, and peaceful coexistence among others, conducted awareness creation through 6 community dialogues on conflict triggers in communities with attendance of 322POCs (149males and 175 females), Trained 16 community-based mobilizers (10males and 6females) on report writing, conflict transformation and peace building , organized 3 radio talk shows to create awareness on peace building and conflict transformation for refugee and host communities, Attended and participated in monthly peaceful coexistence sub sector working group meetings, protection sector meetings and settlement coordination meetings, held quarterly meetings with 16 community based monitors(10males and 6females) to assess their performance over the quarter, discuss implementation and address challenges faced by the team.

## Outcomes/Results

***(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)***

Since the inception of the project, there has been increased participation of community leaders in responding to and addressing conflicts timely. The communities had been faced with various conflicts like land wrangles between refugees and host communities, stray animals that affect both the refugee and the Ugandan communities, there have been fights over use of natural resources like firewood, water sources etc. gender-based violence which had been very rampant in the communities as such, these hampered the development of the communities.

The training of the community leaders and sub-county has resulted in the reduction of land related cases within the settlement as the leaders are able to document all the land transactions in the respective settlements.

The training of community leaders and community-based mobilizers on conflict management and peace building has enabled them to detect conflicts and address them at early stages as a result, cases of gender-based violence are gradually reducing in the areas of operation Mr. Khemis Kennedy one of the CBMs in Imvepi refugee settlement, Zone 1 says *“after the peace building and conflict resolution training, I have been able to solve over 15 cases of conflicts within my community”*.

*“I thank CEPAD-WN as an organization for training our local community leaders on peace building, conflict transformation and land laws. These trainings have not been brought for my people since I represented them as the area councillor of this parish. So far no other partner apart from you (CEPAD-WN) had seen this gap to build the capacity of leaders here. After their training, I have seen many of the leaders handling any types of conflicts in their respective constituencies and as a result, we at parish level have not sat to resolve land or other conflicts in the last 3 months,” revealed Mr. Aganya LV Richard the area counsellor of Kwili Parish, rigbo sub-county, Madi okollo District.*

Reduced cases of conflicts as a result of community initiative to draft and implement by-laws on stray animals. The host communities through the dialogues were also able draft by-laws in regards to the stray animals, which has minimized cases of animals straying in the communities. The parish chief of Lugbari

Parish, Odupi sub-county reported implementation of these by-laws where stray animals are being held in the custody of the sub-county and released to owners after payment of a fine. Some of the sensitization has been done through peace clubs performing dramas and cultural songs as this helps to unite the different people together during their activities.

### ***Community Based Mobilizers helps families to transform conflicts into harmony in Imvepi Refugee Settlement***

John Amule is a 47-year-old south Sudanese refugee who is settled in zone one of Imvepi refugee settlement. He is married to a 28-year-old Kedi Betty also of a south Sudanese origin. They have been living together for over 10 years and together have 5 children. Life started becoming hard when they resettled in Uganda after the outbreak of the civil war in South Sudan as they lost everything and depended entirely on aid from partners. As the food ratios reduced, life started getting harder for the family as the man could not meet the demands of the family prompting the woman to start selling part of the food ratios. The habit continued for long until Amule started having disagreements with the wife until the arguments turned into physical fights on many occasions. *“My wife started selling the little food we receive from WFP without my knowledge and when I confronted her, she started insulting me and so I got annoyed and beat her and then chased her away from the family”* Amule recalls.

Betty Kedi admits to engaging in selling of food items from the household without the consent from her husband after getting wrong advice from her friends. This however changed when the team from CEPAD WN started conducting community dialogues to sensitize the communities on conflict management and peace building. After attending one of the dialogues Betty thought of resolving her marital problems with her husband in an amicable way. Betty visited Mr. Khemis Kennedy one of the Community Based Mobilizers employed and trained by CEPAD-WN in Zone I of Imvepi Refugee Settlement to help mediate in resolving her marriage woes. Mr Khemis after hearing from Betty decided to talk to her husband and together they scheduled a date for reconciling the couple. Their conflict was successfully resolved until Amule and Betty decided to end their differences and live together as husband and wife again. The couple now peacefully lives together and they are using themselves as an example to help resolve similar conflict in other families in their village.

The communities can now freely open up on issues that affect them and are able to find nonviolent ways of resolving conflicts. The couple is grateful to CEPAD-WN for bringing harmony in their home after they were attended to by the trained community-based mobilizers of CEPAD WN. *“I want to thank CEPAD for bringing peace to my family. Ever since we were talked to by the CBM from CEPAD, we resolved our differences in a non-violent way. We have started having family meetings and now we have peace in our home. I hope every family can learn a lesson from us,”* says Betty Kedi

## **1.2. Enhancing the capacity of women for peace and sustainable development project**

CEPAD-WN with funding from Umverteilen STIFTUNG implemented a six months project from June to November, 2022 worth 7,500Euros in Palorinya refugee settlement. The goal of this project was to enhance the capacity of women to take lead in promoting peace coexistence and participate in sustainable development through equipping them with hands-on skills to improve their standards of living. CEPAD-WN was able to conduct a leadership training for 12 refugee and 8 host women leaders, trained 8 men and 22women in a group on entrepreneurial skills (bar soap making), conducted 2 community dialogues with 69 participants (17 nationals and 52 refugees) on the participation of women in leadership and commemorated special days (Women’s day, day of the African child, world refugee day, International Peace Day).

### **Outcomes/Results**



***(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)***

Through the project, women Leaders have been empowered with skills to make informed decisions through the leadership training that was conducted for 20 women leaders in Palorinya settlement, The RWC2 from Iboa village, Ms. Joice appreciated CEPAD for its mode of delivery in engaging only women leaders to participate as this encouraged full participation and sharing to openly discuss and address challenges the women leaders face during leadership in the settlement. She also expressed that they would use the knowledge obtained to lead and make informed decisions. Thus, CEPAD-WN was recognized and applauded for being the most practical Peace Building partner in Palorinya settlement through engagements of dialogues and training of local leaders.



**Figure 1:** The Program Manager CEPAD-WN conducting a session on leadership and decision making with the women leaders during the training in Umijo Village Base camp zone.

Through the project, the community now has a better understanding of concepts of Peace building and Gender Based Violence and are now able to address such issues that they are faced with on a day to day basis, “we are able to see better relationships between host and refugee communities thus reducing the number of violent conflicts. Personally I have resolved 15 cases of conflicts within the community” says one of the CEPAD-WN community based volunteers. This is so because women have been empowered through the various dialogues and training to detect and respond to conflicts.



**Figure 2:** The facilitator for the dialogue explaining the topic on how alcoholism affects peaceful coexistence, in base camp zone in Palorinya refugee settlement and the host communities

Women and youth have also become more creative through the training and have found ways to subsidize their income. For example, Meling Annet one of the beneficiaries of the bar soap making says



*“with the knowledge I now have, I am able to teach others, make soap for home use and sell some to earn a living” This has led to peace and development in the community.*



Meling Annet, one of the beneficiaries of the bar soap making training says  
*“ with the knowledge I now have, I am able to teach others, make soap for home use and sell some to earn a living.”*

### **Skills In Bar Soap Making Brings Hope to the Women and Girls in Palorinya Refugee Settlement and the Host Community.**

In 2016, the government of Uganda gazetted Palorinya as a refugee settlement. Since the settlement of the refugees in this location, UNHCR and other implementing partners like World Food Program (WFP) added handout like soap to compliment the food and cash ratios received by the refugees on monthly basis. However, with the negative impacts of COVID 19 that results into major budget cuts, some of the essential items like soap were removed from the list of nonfood items distributed to the refugees as relief aid. This fact drove many refugee girls to engage in mainly unhealthy sexual relationships with men to have access to some money to buy the items that were missing which to GBV and other forms of violence in the communities.

During the dialogues CEPAD-WN organized in the settlement, the participants reported that many of their girls lacked essential items like soap and it had led to a number of early pregnancies, early marriages and other problems like school dropouts among the girl child in the settlement. Providing essential personal items supports the dignity, health, privacy and urgency of affected populations, while simultaneously limiting exposure to further protection risks. This has been a dream for Miss. Meling Annet with the reduced quantity and frequency of provision of these essential personal items and the low capacity to adequately help her and the family out. In the past, these items helped Persons Of Concern like Meling to live healthy and dignified lives and freely move to school. The answer for Meling was not too far, but to learn a skill in soap making.

In 2022, CEPAD-WN saw the need and trained women and youth groups in Palorinya Refugee Settlement on Bar Soap Making and distributed start up kits to the groups under the ***Enhancing the capacity of women for peace and sustainable development project***. Encouraged by project staff and CBM from Ibakwe village (Ms. Tunzia Leah), Ms. Meling joined in, hoping that she would learn the skill to help boost her family's income and secure better living conditions for her parents and the siblings. After attending the entrepreneurship training sessions organized under the project, Miss Meling applied the skills that she learned with the group and saw immediate results after she took the initiative to make soap for sale.

*“I thank CEPAD-WN for the opportunity of training me to make bar soap. I had not known how to make soap so it was an opportunity for me to make good quality soap. Soap helps us a lot, through this knowledge*

*I have got, I am able to extend it to other women and girls in my community. I am in a savings group where we have also started making soap because me and my two other colleagues who were trained by CEPAD-WN in making of Bar Soap. We sell the soap we make and earn some money from it. We save part of the income and use part of the money we earn to help us acquire our basic household needs. My advice to all women and girls is, if you get such opportunities, don't take it for granted," reported Ms. Annet Meling.*



**Figure 3:** Meling measuring bar soap ingredients during the training

## **2. Gender, Girl child and Youth Empowerment (GGYE)**

*Provide a summary of key achievements (Statistics, Photos and graphics) against this strategic theme)*

### **2.1 Promoting Inter-Community Engagement (Dialogue) for reconciliation, peace and social cohesion in Refugee Settlements and host communities in West Nile Project**

Through the IFA funded project, CEPAD-WN also participated in the commemoration of the International Youth Day, Day of the African child and the 16 days of Activism. In particular, CEPAD-WN held 3 community dialogues to create awareness on GBV, peace building and conflict transformation to reduce violence against women and girls reaching out to 73 (64females and 9males) refugees and host communities.

### **2.2 Access protection, empowerment accountability and leadership (APEAL) funded by European Union in partnership with care international from august 2021 to march 2022**

CEPAD WN in partnership with CARE is implementing a 9 months APEAL consortium project in Imvepi Refugee settlement worth 74,000Euros from July 2022 - January, 2023 with focus in the area of Menstrual Hygiene Management (MHM).

Under this project CEPAD-WN conducted community entry meetings reaching out to 288 refugee leaders and Host leaders (146 male and 142 female); trained 6 Community Based Workers (CBW) on the concepts and components of MHM , GBV, SRH, Role of CBW; 20 community leaders (13male and 07

women) were trained on the concept of MHM and the component, GBV, SRH, the role of a leaders in supporting women and girls to menstruate with dignity and advocate for their rights to be achieve and honored; 60 women and girls (30 adolescent girls and 30 women) were selected and trained on concepts and components of MHM, GBV, SRH, the role of a mother in supporting her children especially the girls and Hand making re-usable pads; 30 (15women and 15girls) trained from 3groups in craft making and knitting's and supported with startup materials; 5,090 persons were reached out through creation of awareness/ door to door sensitization/group sessions/ radio talk shows with key stakeholders and beneficiaries; Educated and Distributed B-free cup for refugees and host communities; Participated in commemoration of special calendar days like Day of girls/16Days of Activism; Attended and participated in sector group meetings/CP/GBV stakeholders meeting/ Training's from other partners.

## **Outcomes/Results**

***(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)***

Through these activities, CEPAD-WN has documented high knowledge of community leaders on their roles to support women/girls, concepts of MHM, GBV, SRH and leadership, parents equally have registered increased ideas on how best to help and support their girls during their adolescent/puberty stage. It's from here leaders, parents and Community Based Workers are able to conduct awareness, education and support women/girls to be supported by others since they are already empowered through training. The negative mind set of leaders/parents of not supporting women/girls on the issue of MHM is now changing to understand the transitions of a girl and the world and their roles positively.

### ***Menstruate With Dignity***

*I am Kiden Zabibu from Imvepi refugee settlement, zone 1, and village 2 and 33 years old; I want to take this opportunity to thank CEPAD WN for selecting me for the training. I was scared of the training because I am illiterate and thought it's only for educated persons but, I found the training was so good. I also thank CEPAD-WN for having a translator and making us understand every part of the training. I was like Oh God only if the training was brought during our childhood but nevertheless it has been of great help. We used to menstruate anyhow and produce anyhow because we did not know how to count our days and the cycle but because of the training we are able to know our cycle. While growing up, we knew that pads were only bought from the shops; but through the training I am now able to make my own pads and teach my children and the neighbors about this skill.*

*I have learnt that uneducated people can survive and make a living through hands-on skills. I am able to make my own money through these skills. I thank and send appreciation to CEPAD WN for training and also thank CARE for supporting CEPAD. I pray for more capacity for CARE and ECHO to continuously support CAPAD.*

### ***BACK TO SCHOOL***

*"I am Nelza Eyotaru age 22 from lugbari parish Ejako village, a secondary school drop out because of school fees. I have been idle planning to get married but during the month of August a community worker and leader approached my home and told me about the opportunity that had come through CEPAD-WN to train some girls on MHM, GBV, SRH, Hand making of Reusable Sanitary Pads, crafting and knitting. I was very happy for the opportunity to be part of the training. I could be better if I got this teaching and training early, during the course of the training i realized a lot of my errors, went home changed my mind to get married and made a decision to begin supporting girls in the community on issues of MHM and why they*

*are victims, and how they can be better if they give themselves time to know who they are and what they need. I was encouraged to go back to school and attain the Ordinary certificate which I am planning to do. I want to thank and appreciate CEPAD-WN for giving us knowledge and training and also thank CARE for supporting CEPAD, and ECHO for funding CEPAD. I pray for more funds for CARE to continuously support CEPAD so that girls and women in the host community like me would get more of such opportunities in great numbers."*

### **3. Governance and Democracy (GD),**

*Provide a summary of key achievements (Statistics, Photos and graphics) against this strategic theme)*

Under governance and democracy CEPAD-WN participated in joint partner meetings, dialogues and forums to discuss issues evolving around accountability to populations we serve. One of the meetings CEPAD-WN participated in was the Arua District Integrity Promotion Forum where Key governance issues of interest to CEPAD-WN were discussed and recommendations were suggested along the line of access to education, retention of teachers and improved education program monitoring in the district.

The Executive director also participated in a partner meeting with USAID to discuss governance issues.

CEPADWN participated in the strategic planning workshop for Arua City Local Government for the project of Strengthening Systems and Public Accountabilities in September 2022 organized by USAID. During the workshop together with other stakeholder identified the roles each stakeholder will play to actualize the activities in the project. We also carried out a SWOT analysis of each stakeholder and designed a collaboration strategy for synergy.

Participated in the midterm review of Presidential elections results for the past elections organized by RTI-USAID in August 2022. We were taken through the elections results portal and showed how to navigate the system in order to analyze the election turn up, outcome disaggregated by gender and location. We used tools like the ranking tool, mapping tool, time trend tool and the correlation tool to analyze the elections. Partners were encouraged to use the portal and the information on the portal to create awareness on citizen's role in elections and write proposals around the same to RTI.

#### **3.1 Exposure Dialogue Program (EDP)**

This was a learning by immersion visit program where CEPAD-WN together with Jesuit Refugee Services (JRS) and Hamming Bird Action for Peace and Development (HAPD) hosted high profile dignitaries from Germany for three (3) days in homes of refugees and hosts in rhino camp refugee settlement to learn some of the specific values that drive refugee response and the Comprehensive Refugee Response Framework (CRRF) implementation in Uganda in the settlements of Rhino camp, Adjumani and urban refugees in Kampala. The participants learnt about the interventions that help social cohesion and reconciliation as well as learn the challenges and opportunities in the day to day life of refugees and the stakeholders. The methodology of *Exposure & Dialogue*<sup>®</sup> enables participants to immerse in real-life situations on grass-roots for the purposes of learning and change of perspectives.





## Outcomes/Results

*(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)*

*Document at least 1 or 2 success stories here (include before and after pictures if available)*

### 4. Land, Environment and Climate Change (LECC),

*(Provide a summary of key achievements (Statistics, Photos and graphics) against this strategic theme)*

Under this theme in the IFA Project, CEPAD-WN trained 88 local leaders (47 males and 21 females) from Palorinya, Rhino Camp and Imvepi refugee settlements on Land laws and awareness creation on interpretation/translation of the land laws. The objectives of the training included; To increase the capacity of leaders and representatives of key stakeholders in knowledge and application of land laws and to improve on the ability of the stakeholders to identify, prevent and address land conflicts to create a better and safe environment for Refugees and host communities.



**Table 4:** Community leaders from Rhino Camp refugee settlement, Tika Zone pose after the training on land laws.



## **Outcomes/Results**

***(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)***

The training of the community leaders has resulted in reduction of land related conflicts/cases within the settlement as the leaders are able to educate the communities on land laws, resolve any rising disputes and document all the land transactions in the respective refugee settlements of Palorinya, Rhino camp and Imvepi.

*Mr. Aganya LV Richard the area counsellor of Kwili Parish Local Government laments with excitement, "I thank CEPAD-WN as for training our local community leaders on land laws. These training's have not been brought for my people since I represented them as the area councillor of this parish. So far no other partner apart from you (CEPAD-WN) had seen this gap to build the capacity of leaders here. After the training, I have seen many of the leaders handling assorted types of conflicts in their respective constituencies and as a result, at parish level i have not sat to resolve land or other conflicts in the last 3 months,"*

## **5. Institutional Growth and Development (IGD)**

***(Provide a summary of key achievements (Statistics, Photos and graphics) against this strategic theme)***

The following transpired under IGD in the year 2022:

1. CEPAD-WN in the field of capacity development received volunteer placement in partnership with World University Services Canada (WUSC) in the capacity of Resource Mobilization Advisor to mentor staff on how to mobilize funds for continuity and sustainability of the organization as well as review policies and develop working tools while adding a gender sensitive lens in all activity implementation.
2. In 2022 CEPAD-WN was able to grow in terms of number of staff. In 2022 we had 18 permanent staff and 22 Community Based workers and 4 volunteers/interns totaling to 44 employees. This helped to strengthen the management system and streamline roles since we recruited staff in key positions of Programme Manager, Finance Manager, Human resource and Procurement. This was possible as a result of growth in projects that required extra work force to be able to accomplish our goals
3. CEPAD-WN also acquired assets including 4 motorcycles, 6 laptops, 3 desktops, furniture (tables, file cabins, chairs), 2 cameras, 1 projector and 1 fire extinguisher. These were appropriately apportioned in head office and field offices to enhance the work of all staff.
4. CEPAD-WN under resource mobilization responded to calls for proposals, concept notes, wrote Expression of Interest to various donors. In addition we developed business plans for the organization to supplement the funding base
5. The staff also had fitness activities to enable staff to be physically, mentally and psychologically fit to uptake their tasks.
6. CEPAD-WN was able to acquire first aid kits to ensure safety and sound health of all staff at the workplace both in the head office (Arua) and 3 field offices of Imvepi, Rhino Camp and Palorinya refugee settlements.
7. CEPAD-WN organized team building events for staff to celebrate, network, socialize, and appreciate staff. This has motivated staff to work as a team and continue to strive towards achieving the Organization goal.
8. CEPAD WN organized capacity buildings for the staff to increase their capacities in different areas such as conflict transformation and peace building, Media and documentation among others. This has helped the staff to identify their needs and address them

## **Outcomes/Results**

*(Mention the key changes in knowledge, attitudes, practices/behavior) both intended and unintended resulting from the project activities)*

- The WUSC volunteer has developed the capacity of the organization to produce quality work in all departments including MEAL, Programming, Fundraising and financial management. This was possible through training, mentor-ship, development of working tools, assessments, etc.
- We were also able to reinforce the capacity of staff through training staff on Peace building and conflict transformation; documentation (report writing and accountability); media communications and update; this has enabled prompt update of CEPAD-WN social media handles thus raised public profile and visibility.
- The assets acquired in 2022 were able to support staff accomplish their tasks without much challenges thus timely and quality delivery/execution /implementation of project work plans.
- The team building has motivated the staff to work towards achieving the objectives of the organization and has created a stronger team spirit bond which has helped to stabilize staff relations for productivity.

## **Organizational Challenges**

A midst all the achievements CEPAD-WN registered some challenges as below;-

- Loss of one of the bike which created some gaps in transportation of staff to implement activities
- Bad roads in the settlements have also slowed down timeliness to activity venues in the settlement, especially for activities that require staff or resources to move from head office to the field.
- High staff turnover rate
- Delayed disbursement of funds affected timely implementation of some project activities
- Environment/climate change, especially strong heat during dry season affected turn up for activities, some beneficiaries got involved in farming activities (harvesting simsim) thus low turn up for some activities.
- Limited resources for better office space, accommodation and salaries.

## **Recommendations and lessons learnt during the year**

- We recommend early disbursement of funds for timely implementation accountability and reporting.
- There is need to solicit for durable means of transport (Vehicle) to overcome the challenge of bad roads
- Compliance with regulatory authorities is very crucial for growth.

- Staff capacity development is necessary to improve delivery and retention
- Sacrifice, commitment, and team work can make the impossible possible.

## Partnerships and funding

CEPAD WN works closely with a number of partners in the execution of its mission including Office of the Prime Minister (OPM), United Nations High Commission for Refugees (UNHCR), Local government representatives, Civil Society Organizations (CSOs), NGOs, CBOs, faith-based Organizations, refugee and host communities, Traditional/Cultural leaders, Religious Leaders, local leaders (RWCs and LCs) among others. We participate in different meetings at the settlement level i.e., peaceful co-existence, Rhino Camp CBO fora meetings, Gender based violence and menstrual hygiene Management (GBV/MHM) psycho social sector working meetings, the monthly protection sector working group meeting, settlement coordination meeting as well as we sit on the advisory team of the peaceful coexistence sub sector working to which CEPAD-WN provides technical advice on peace building and conflict prevention in the settlements.

Our donors include:- European Union Civil Protection and Humanitarian Aid through care international, Umverteilen STIFTUNG, German Federal Foreign Office (FFO) through Institut fur Auslandsbeziehungen (IFA), World University Services Canada (WUSC) and AGIAMONDO through EDP.

## Annual income and expenditure statements for 2022

<b>DONOR</b>	<b>INCOME</b>
<b>IFA</b>	79,000 Euros
<b>ECHO Through CARE</b>	74,000 Euros
<b>STIFTUNG</b>	7,500 Euros
<b>WUSC</b>	225 Euros
<b>AGIAMONONDO</b>	3000 Euros
<b>TOTAL</b>	175,000 Euros

## GALLERY



**Figure 1:** A community member explaining how poor leadership and corruption affects the community during a dialogue in Rhino Camp settlement, Tika zone.



**Figure 2:** Community Based Mobilizers (CBMs) of Rhino Camp Refugee settlement join in the campaign to end violence against women and girls in their community.



**Figure 3:** Trainees presenting samples of the bar soap they molded after the entrepreneurship training on bar soap making in Palorinya refugee settlement on 6<sup>th</sup> December 2022.



**Figure 4:** A group discussion by the women leaders during training on leadership and decision making skills in Palorinya Refugee Settlement, Umijo Village base camp zone on 19<sup>th</sup> September 2022





**Figure 5:** CEPAD-WN receiving 1 motorcycle from CARE under the APEAL Project



**Figure 6:** The resource mobilization advisor giving opening remarks during staff capacity building on conflict transformation, peace building and nonviolence



**Figure 7:** CEPAD-WN staff actively participating in a capacity building training on media update



**Figure 8:** CEPAD-WN staff demonstrate putting an end to GBV





**Figure 9:** CEPAD-WN staff UNITE to join the fight against GBV.



**Figure 10:** Women and girls learning how to make reusable sanitary materials to



**Figure 11:** women and girls show off the reusable sanitary materials they learnt to sew.





**Figure 12:** women and girls actively participating during training on craft making.



**Figure 13:** CBW training under APEAL Project



**Figure 24:** One of the community entry meetings



**Figure 15:** Community leaders training



**Figure 16:** MHM awareness session, beneficiaries show case reusable pads after training.



**Figure 17:** beneficiaries receiving startup materials



**Figure 18:** MHM education during distribution of MHM Kits



**Figure 19:** Beneficiaries showcasing crafts made during 16 days of activism celebrations