



**UGANDA NETWORK OF AIDS
SERVICE ORGANISATIONS
(UNASO)**

Annual Report

January – December 2011

Foreword

On behalf of the UNASO Board of Directors I have the pleasure to share with you the 2011 Annual Report which provides an account of activities that were undertaken by UNASO and their outcomes.

UNASO continued to take its responsibility in leading and coordinating the civil society response to HIV and AIDS in the country. As we come to the end of the year, we have a number of achievements that we are proud to share with you in this report.

One of the land mark developments in this year was the formation of a consortium arrangement among UNASO, NAFOPHANU and UGANET to implement a joint project titled: *“Strengthening District Networks in Advocacy and Networking for improved HIV and AIDS Response”* supported by the CSF in 25 district networks across the country. Working under a consortium arrangement has enabled UNASO to leverage resources. In addition, our members such as TASO have been instrumental especially in providing their training centers as venues for some of our training interventions.

The other remarkable development in the year was the election of a new Board of Directors with diverse competences during the 9th Annual General meeting. The new Board members were elected from the following categories; women’s network (1), National NGOs (2), International NGOs (1), from PHA networks (1), individual category (2), and regional representatives (4) (Eastern, Central, Northern and Western). Two members from the outgoing BOD were retained. This new BOD was entrusted with the cardinal role of steering UNASO for the next 2 years.

Other remarkable achievements have been articulated in detail in this report. We cannot forget that at the core of these achievements was the consistent hard work by the staff of UNASO. We are also grateful to our partners: NAFOPHANU and UGANET for their relentless efforts that yielded the achievements from the consortium project that we are sharing with you in this report.

We are very grateful to our development partners: the Civil Society Fund, Concern Worldwide, HIVOS, Oxfam GB, AVAC and the Partnership Fund. Without their support it would not have been possible to accomplish the work done in 2011.

We further acknowledge the contribution made by the Uganda AIDS Commission, Ministry of Health, Ministry of Local Government, district local governments, as well as district networks and our member AIDS service organizations with whom we have worked to deliver the various projects.

Dr. Raymond Byaruhanga MD, MSc HSM
Chairperson, UNASO Board of Directors

Executive Director's Message

Dear partners and friends of UNASO,

On behalf of UNASO Secretariat, I am glad to present to you our annual report which articulates the key undertakings and achievements for the organization in 2011. UNASO continued to play a leading role in providing coordination and leadership for the civil society response to HIV and AIDS in the country as per her core mandate.

In 2011, the organisation continued to place focus on strengthening the institutional capacity of UNASO Secretariat and district networks; increasing effective representation of ASOs on the key decision making forums in Uganda; promoting networking and partnership building among ASOs at national and district levels; increasing access to strategic information by ASOs for effective HIV&AIDS response at national and districts levels; and strengthening the capacity of districts networks in monitoring and evaluation of HIV & AIDS interventions. The activities undertaken to deliver on the above objectives and their outcomes, challenges faced as well as lessons learnt are articulated in this report in detail.

I acknowledge the UNASO Board of Directors for the strategic guidance they provided to the Secretariat in 2011, and I thank the UNASO Secretariat staff for their hard work that has yielded the accomplishments that we are sharing with you in this report.

In a special way I would like to thank the staff of our consortium partners, NAFOPHANU and UGANET for accepting to work with us in strengthening advocacy and coordination of the district networks. This has presented to us a new way of doing business and reaching out to our targets in coordinated and harmonized manner. We thank UNASO's entire membership for their support during the year.

As we move into 2012/2013, our commitment to improving the well being of our people through a coordinated CSO response, capacity building and increasing access to strategic information is even stronger. We have prioritized advocacy, revitalization of leadership and social mobilization strategies in order to contribute towards improved HIV and AIDS response.

We extend our sincere gratitude to our development partners in particular, Irish AID, DANIDA, USAID, SIDA, Italian Cooperation and DFID through CSF that largely supported us in the last year. Our thanks further go to HIVOS, AVAC, Oxfam and Concern Worldwide for financial and technical support to us that contributed to the execution of various activities in 2011.

Lastly, the Government of Uganda through Uganda AIDS commission, Ministry of Health, Ministry of Local Government and District and Lower Local Governments for the policy framework and guidance that enabled us to reach our targets.

We hope you will find this report very informative as you read it. We look forward to continued partnership with you all as we strive to achieve more in 2012/2013 and in the future.

Bharam Namanya
Executive Director

ACRONYMS

AGM	Annual General Meeting
AIC	AIDS Information Centre
AIDS	Acquired Immune Deficiency Syndrome
ASO	AIDS Service Organisation
BOD	Board of Director
CBO	Community Based Organisation
CSF	Civil Society Fund
CSOs	Civil Society Organisations
CSW	Commercial Sex Workers
CWW	Concern Worldwide
DAC	District AIDS Committee
DAT	District AIDS Taskforce
FBO	Faith Based organisation
GTZ	German Technical Cooperation
HEPS	Coalition for Health Promotion and Social Development
HIV	Human Immune Deficiency Virus
ICT	Information and Communication Technology
LG	Local Government
NAFOPHANU	National Forum of People Living with HIV/AIDS Networks in Uganda
NAWOU	National Association of Women Organisations in Uganda
NGO	Non-governmental Organisation
NNGO-SCE	National NGOs Self Coordinating Entity
NSP	National HIV and AIDS Strategic Plan
OVC	Orphans and Vulnerable Children
PLHIV	People Living with HIV
PREFA	Protecting Families against HIV/AIDS
RBM	Results Based Management
THETA	Traditional and Modern Health Practitioners Together against AIDS and other Diseases
UAC	Uganda AIDS Commission
UGANET	Uganda Network on Law Ethics and HIV/AIDS
UHMG	Uganda Health Marketing Group
UNASO	Uganda Network of AIDS Service Organisations
URAA	Uganda Reach the Aged Association

Executive Summary

This report is an account of the implementation of planned activities from January – December 2011, and their outcomes. The report further shares the key achievements, key learning and challenges encountered during the year. The programme and financial activities covered in this report were undertaken to achieve the following annual objectives:

1. Strengthening the institutional capacity of UNASO and district networks
2. Increasing effective representation of ASOs on the key decision making forums in Uganda.
3. Promoting networking and partnership building among CSOs at national and district levels.
4. Increasing access to strategic information by ASOs for effective HIV&AIDS response at national and districts levels.
5. Strengthening the capacity of districts networks in monitoring and evaluation of HIV & AIDS interventions.

Considerable progress was made towards UNASO's mission. Key achievements in 2011 include:

- The Local government leaders have appreciated the value of networks and have accepted to work in partnership with the networks to improve service delivery. For example in Kitgum district, the district provided office space and was reported to have donated a car to the district network; while in Nebbi District the district gave space and a motorcycle to the Network. In addition ASOs and LGs improved on their mutual respect and consultations and worked jointly on issues of mutual interest such as developing district HIV strategic plans.
- Participation of district networks and ASOs in district planning and budgeting processes for HIV&AIDS through which ASOs articulated their demands on behalf communities.
- Four district networks: Amuria, Pader, Rakai and Nakasongola succeeded in having their political leaders sign the Citizen-Leader Pacts. These pacts were a result of an advocacy engagement of political leaders to make commitments on HIV/AIDS service delivery during political campaigns for parliamentary and local government elections in the districts of Amuria, Pader, Nakasongola, and Rakai. In Amuria 32 political leaders signed the pacts, while in Nakasongola 27 political leaders signed. In Pader 65 leaders signed the pacts, and in Rakai 27 leaders signed. The pacts formed the basis for CSOs and citizens to demand for accountability and delivery of quality HIV&AIDS service from their leaders.
- Some district networks realized a number of district specific achievements as a result of their advocacy engagements. In Amuria the District AIDS Committee (DAC) and the District AIDS Taskforce (DAT) were activated, more health workers recruited i.e. two additional doctors were recruited and 73 new positions for health workers were advertised to respond to

health worker shortage; one CD4 count machine for the district was acquired and a new health facility for each of the sub-counties in the district was constructed. In Nakasongola, the network succeeded in making strategic partnership and alliance with Mildmay. As a result one CD4 count machine was acquired and two more ART clinics in the sub-counties of Kakooze and Kalungi were constructed. In Pader, the district recruited additional health workers to respond to shortage of health workers, and improved the doctors' benefits (by paying a top up allowance) that attracted them to work in this remote district. Pajule Health Centre IV was able to acquire a transformer that enabled the facility to access electricity; and vulnerable people living with HIV mainly the inmates (prisoners) were able to access ARVs by linking the prisons and health centers. In Rakai, the network advocated for district-wide ARV service provision, and ARV distribution points at Health Centre IIs and IIIs were established and reagents became available. The Health Unit Management Committees were activated and active participation of PHAs in the ART program to monitor and sustain vigilance on the availability of ARVs at accredited sites was revamped. The district also purchased an ambulance for Rakai Hospital. In Kaberamaido the District Local Government increased budget allocation for HIV and AIDS activities from 0.59% to 1.0% during the 2011/ 2012 financial year.

- UNASO was able to leverage resources as a result of working in a consortium arrangement with NAFOPHANU and UGANET on the CSF funded project. Many of the resources such as cars and staff have been shared during the implementation of the project.
- UNASO tapped into the resources of member organizations. For example, three regional training workshops were hosted at TASO training centers in Mbarara, Gulu and Mbale at no cost. In addition TASO and AIDS Alliance provided very good technical resource persons to facilitate some training workshops. This has helped the organisation to leverage resources.

Significant learning has been obtained on the following:

- Regional radio programmes are not the most effective method reaching the target audience in the various districts as people are inclined to listening to their radio stations in their localities. District based radio programmes could work better.
- Public platforms and sub county community dialogues enabled members to engage with their district leaders and have proved to be an effective forum for mutual engagement and accountability between communities and their leaders. These platforms need to be strengthened to create opportunities for communities to raise their demands and concerns to the attention of their leaders.
- Participatory planning with the beneficiary communities is important to ensure ownership, participation and sustainability of results.
- Bringing on board the district leaders such as the District HIV Focal Point Person as members of district network executive committees improved coordination and collaboration with the district local governments.
- Engagement of political leaders to make commitments on HIV/AIDS service delivery proved an effective strategy for CSOs to engage with local leaders. The Citizen-Leader Pacts are a

powerful tool to empower communities demand for social accountability from their political and civil leaders by engaging district councils and other district bodies. The Advocacy for HIV and AIDS programs should use this strategy to target districts as a follow up mechanism to ensure that actions agreed upon are implemented.

- The major factors that undermine demand for health services include lack of information on available services; perceived quality of services; stigmatization; low male involvement; service providers' attitudes; low personalization of risk; and the marginalization of certain groups such as PWDs, women, OVC and CSWs. UNASO will consider these barriers (where they exist) and develop appropriate strategies to address them during implementation of activities in the next year.
- ASOs' require capacity building in policy advocacy and monitoring for effective engagement of policy makers on better health and HIV and AIDS programs.
- There is a huge unmet need districts without ASO networks. The robust participation of ASOs in the new and already-established networks indicated that these networks were indeed very critical in facilitating coordinated service delivery. Therefore, ASOs need to be well coordinated if they are to effectively engage policy makers at both local and national levels for better health HIV and AIDS programs. In addition, the constructive collaboration between district administrations and the networks was clear evidence that there were needs that the networks helped to address in these resource-constrained districts. UNASO will continue to work with district networks and / or establish/ strengthen them where they are weak.

The challenges faced during the reporting period include:

- Implementation of some programme activities especially for the Oxfam funded project were affected by the presidential, parliamentary and local government elections in February – March 2011. The campaign period that started in October 2010, hampered implementation of some of activities that required engagement of local government leaders because many of the local government office bearers were engaged in these campaigns.
- The process of review and approval of the some proposals and the time taken to get administrative procedures right sometimes took longer than anticipated. This affected timely implementation of planned activities.
- As new districts are created by the government, UNASO has received overwhelming demand for the establishment of new district networks in these districts. Unfortunately UNASO does not have adequate resources to support all of these networks.
- Some of the activities were carried out at a time when the country faced a fuel shortage and electricity crisis. Thus the implementation of those activities was very costly against fixed budgets.
- Limited funding opportunities for networking and coordination at both national and district level. Most district networks were not supported during the year because of the limited funding. In addition, national level meetings were not supported and this affected constructive intra-and inter consultation and feedback among ASOs.

- Despite the tremendous advocacy work done by some district networks, the district local governments were incapacitated by inadequate funds which could not allow them to respond to the advocacy issues (points of pain) raised. Therefore some commitments were not addressed despite the willingness of district leaders to do so.
- In addition, some CSOs lacked adequate skills in policy advocacy and monitoring to effectively engage the local leaders on policy issues. In addition there was poor coordination among CSOs that undermined their ability to present their points of pain as one strong amplified and harmonized voice on behalf of the communities. Many citizens are not well-empowered to understand their rights and responsibilities in HIV service delivery. This affected the extent of their participation in demanding for improved HIV service delivery.

1.0 Introduction:

Uganda Network of AIDS Service Organizations (UNASO) was founded in 1996. It is a network organization that exists to provide coordination, representation and networking among civil society AIDS Service Organizations (ASOs) for enhanced quality HIV and AIDS service delivery. UNASO undertakes this through facilitating CSO participation in constructive dialogue, and engagement of duty bearers in national and decentralized HIV & AIDS response; fostering collaboration, networking, and strategic partnership among CSOs for a harmonized HIV & AIDS response at national and decentralized levels; and providing platforms for exchange and sharing of strategic information and experiences among CSOs engaged in HIV & AIDS response. It also exists to provide technical assistance to CSOs in programming for HIV and AIDS. UNASO membership strength to date is over 2000 organizations and has facilitated the establishment of 50 district networks in the country.

Vision Statement: “A society free of HIV & AIDS and its impact”

Mission Statement: “To provide leadership to ASOs for collective response to HIV&AIDS through effective representation, coordination and enhanced capacities”.

Annual Objectives

UNASO set to focus on the following objectives for the year 2011:

1. Strengthening the institutional capacity of UNASO and district networks
2. Increasing effective representation of ASOs on the key decision making forums in Uganda.
3. Promoting networking and partnership building among CSOs at national and district levels.
4. Increasing access to strategic information by ASOs for effective HIV&AIDS response at national and districts levels.
5. Strengthening the capacity of districts networks in monitoring and evaluation of HIV & AIDS interventions.

This report captures progress in implementation of planned activities from January – December 2011 geared towards achieving the above annual objectives. Specifically, the activities reported on were undertaken under the following projects:

1. “Strengthening District Networks in Advocacy and Networking for improved HIV and AIDS Response” implemented under a consortium arrangement between UNASO, NAFOPHANU and UGANET in 25¹ district networks, and funded by the Civil Society Fund.

¹ Rakai, Masaka, Wakiso, Mityana, Mpigi, Jinja, Hoima, Kabarole, , Mbarara, Kabale, Ntungamo, Bushenyi, Nebbi, Arua, Gulu, Masindi, Kitgum, Mbale, Kapchorwa, Busia, Mayuge, Moroto, Nakapiripirit, Soroti and Kaberamaido.

2. "Linking Life to Policies and Practices" Support to AIDS Service Organisations on HIV/AIDS Advocacy funded by Concern Worldwide (CWW)
3. "Promotion of Universal Access to Anti-Retroviral Treatment (ART) in Uganda through Effective CSO Engagement of National Duty Bearers" funded by Oxfam GB
4. "Improving the Quality of HIV and AIDS Service through Strengthening the Capacity of AIDS Services Organizations District Networks in Kyenjojo and Bundibugyo Districts" funded by HIVOS and implemented in partnership with HIPO- Africa
5. "Documentation of Lessons Learnt in the Safe Male Circumcision Project in Kayunga and Ground Laying for ARV-Based Prevention in Uganda" funded by AVAC; Global Advocacy for HIV Prevention.

2.0 Programme Activities and Outcomes

2.1 Strengthening the Institutional Capacity of UNASO & District Networks and ASOs

2.1.1 Institutional Capacity of UNASO

- **New BOD Recruitment Process**

At the beginning of the year, UNASO embarked on the process of recruiting a new Board of Directors with diverse competences and expertise, following a unique process by advertising in media calling for interested persons to apply. The old board constituted a Board Search Committee with technical support from an independent advisor. A number of applications were received and reviewed by the Board Search Committee that compiled a final list which was presented at the 9th UNASO AGM for members to elect the new Board members.

- **Annual General Meeting**

UNASO held its 9th Annual General meeting on the 20th May 2011 at UMA Conference Hall, Kampala. It was an election AGM where a new Board of Directors of 13 members was elected from the following categories: women's network(1), National NGOs (2), International NGOs (1), PHA network (1), individual category (2), regional representatives (4) (Eastern, Central, Northern and Western Uganda), and 2 members from the outgoing board were retained.



A section of members who attended the UNASO AGM at UMA Conference Hall on 20th May 2011

- **Board Hand-over**

The outgoing UNASO Board handed over to the incoming board in a function presided over by Dr. Okullo Joel, the Chairperson, and Civil Society Fund (CSF) Steering Committee. During the function, the new BOD was sworn in, and thereafter held their inaugural meeting in which new office bearers (the Board chairperson, vice chairperson and the treasurer) were elected.



Here are the tools: the outgoing UNASO Board Chair, Dr. John Mugisa, hands over office files to the incoming Board Chair, Dr. Raymond Byaruhanga

- **Orientation of the New Board**

An orientation meeting was held for the new UNASO Board. In the orientation, new board members were taken through the following: UNASO's history, their roles and responsibilities, as well as the governance and management structure.

- **Board Meetings**

The new UNASO Board held three meetings to discuss and approve institutional plans and budgets. In addition the Board discussed and approved the road map for the review of the ending UNASO Strategic Plan 2008 – 2012, and development of a new Strategic Plan 2012 -2017.

- **Staff Capacity Building**

Two UNASO staff underwent capacity building in blended learning, geographic information systems and gender mainstreaming in development programs by CSF.

- **Fundraising:**
The Secretariat staff engaged in a number of fundraising activities for various projects. This included development of proposal to the following donors: CSF, HIVOS, Partnership Fund, Results for Development Institute (R4DI) and the Uganda Reach the Aged Association (URAA). As a result, a total of 2.249 billion shillings were raised during 2011.
- **Result Based Management Capacity (RBM) Assessment.**
During the year, UNASO benefited from RBM Capacity Assessment for HIV/AIDS Service Organizations (RECABASO) project, supported by Regional AIDS Training Network (RATN), in partnership with Eastern Africa Networks of AIDS Service Organizations (EANNASO). Under this assessment, some capacity gaps were identified in the area of Result Based Management. These results will inform capacity building interventions that will improve the effectiveness of HIV and AIDS programmes by reinforcing the application of Results Based Management in AIDS Service Organizations.

2.1.2 Institutional Capacity of District Networks and CSOs

- **District Stakeholder Introductory Meetings for the New CSF Project:**



Introduction of the new CSF Project to district stakeholders in Kitgum District

UNASO in partnership with NAFOPHANU and UGANET, held meetings in 25 project districts to introduce the new CSF-supported project to key stakeholders and agree on modalities for its implementation. These district stakeholders included: representatives from district local governments, and executive committee members of PLHIV and ASO district networks. As a result, stakeholders got a clear understanding of the project; as well as their roles and responsibilities during its implementation. In addition, new executive committees composed of nine members from PLHIV networks, ASO networks and district local governments were constituted to oversee the implementation of the project in their respective districts.

- **Inauguration of the new HIVOS Project:**
UNASO inaugurated an 18-months project titled: **Improving the Quality of HIV and AIDS Service through Strengthening the Capacity of AIDS Services Organizations District Networks in Kyenjojo and Bundibugyo districts**, funded by HIVOS. The inauguration functions took place in Bundibugyo and Kyenjojo districts respectively. The project was officially launched by the district political leadership in the respective districts. The launch functions were attended by various stakeholders including district technical staff, religious

and cultural leaders, executive committee members of the two networks and representatives from ASOs. The inaugurations were preceded by radio talk shows in the two districts that focused on the desired results of the project.

▪ **Organizational Capacity Assessments:**

In partnership with NAFOPHANU and UGANET, UNASO carried out an organizational capacity assessment (OCA) for the 25 consortium district networks under CSF funding. The OCA identified the networks' limited skills in: influencing policy; strategy development; resource mobilization, planning and budgeting, monitoring and evaluation, governance, community empowerment and engaging key actors in issue-based advocacy activities. A total of 147 (56 female and 91 males) participated in the assessments. These included members of executive committees, district networks coordinators and representative from the local governments. The OCA assessment workshops were held in following centres:

1. Mbarara – for the districts of: Kabarole, Mbarara, Kabale, Ntungamo, and Bushenyi
2. Kampala for the districts of: Rakai, Masaka, Wakiso, Mityana, Mpigi, Jinja and Hoima
3. Gulu for the districts of: Nebbi, Arua, Gulu, Masindi, and Kitgum
4. Mbale for the districts of: Moroto, Nakapiripirit, Mbale, Kapchorwa, Busia, Mayuge, Soroti and Kaberamaido

In addition, UNASO in partnership with HIPO-Africa undertook organizational capacity assessments in the two district networks of Bundibugyo and Kyenjojo under HIVOS funding.



Participants from the Eastern region during an OCA meeting in Mbale District

- **Training of Technical Teams among 25 Consortium District Networks:**
Building on the findings from the OCA, targeted capacity building interventions namely: (i) training in governance and issue-based advocacy, (ii) establishment and training networks in monitoring and reporting system (iii) re-tooling and technical support to gather and disseminate evidence based practices and (iv) strengthening their skills in community empowerment (v) resource mobilization (vi) human resources management was provided to the technical teams that convened in the above centres. It was also observed that district leaders lacked commitment to be accountable and responsive to the HIV&AIDS service needs and demands of their constituents. UNASO supported networks to arrive at innovative strategies for managing the community demands as described in the next section.

- **Skills Building in Operational Research, Policy Analysis and ICT Application in HIV Advocacy:**
A total of 43 (13 female and 30 males) from the 25 district networks participated in the skills building workshop which took place in Kampala. The purpose of the workshop was to foster the acquisition of practical skills and shared understanding of the concepts, practice and principles of policy analysis, operational research, and ICT application in HIV/AIDS advocacy. The workshop was facilitated by resourceful persons from UNASO member organizations. The workshop gave an opportunity to district networks and partners to improve their skills in Operational Research, Policy Analysis and Advocacy and ICT; to identify issues for advocacy at the district level; and equipped them with skills to influence

local government planning and budgeting processes, and monitor HIV and AIDS service delivery.

- **Quarterly District Network Executive Committee Meetings for Joint Planning**

UNASO supported the 30 district networks to hold quarterly executive committee meetings. These networks included: Rakai, Masaka, Wakiso, Mityana, Mpigi, Nakasongola, Jinja, Hoima, Kabarole, Kyenjojo, Bundibugyo, Mbarara, Kabale, Ntungamo, Bushenyi, Nebbi, Arua, Gulu, Pader Masindi, Kitgum, Mbale, Kapchorwa, Busia, Mayuge, Anuria Moroto, Nakapiripirit, Soroti and Kaberamaido.

The meetings focused on a number of issues including: recruitment and induction of the new network coordinators, monitoring and reporting of the network activities, discussion on ways of rejuvenating the District AIDS Coordination Committees (DACs) and District AIDS Taskforces (DATs) meetings within the available means, network governance issues, work plans, and development of strategic plans. UNASO Secretariat was invited to give technical support in some of the meetings.

- **Support to Consortium District Network Coordination Offices**

The 25 district networks funded by CSF were facilitated with office equipment to ensure effective coordination of the civil society engagement in HIV response at the district level. The following materials/equipment was distributed to the networks: requisition booklets, receipt booklets, goods received note books, delivery booklets, cash books, and analysis books to ensure proper recording and accounting for funds. Other items included mega phones and filing cabinets.

- **Orientation of District Consortium Networks on Basic Financial Management**

A meeting was held to orient district networks as sub-grantees on basic financial management skills particularly on how to use books of accounts, analysis books and payment vouchers related to the project. It was emphasized that project expenditure must be within available and approved budget and on planned activities. Each consortium district network was represented by three members. A total of 75 participants were oriented.

- **Support Supervision to District Networks**

Technical backstopping visits were undertaken in all the 30 districts including: Rakai, Masaka, Wakiso, Mityana, Mpigi, Nakasongola, Jinja, Hoima, Kabarole, Kyenjojo, Bundibugyo, Mbarara, Kabale, Ntungamo, Bushenyi, Nebbi, Arua, Gulu, Pader Masindi, Kitgum, Mbale, Kapchorwa, Busia, Mayuge, Anuria Moroto, Nakapiripirit, Soroti and Kaberamaido. During these visits, support was provided in the areas of finance management, how to conduct effective information sharing meetings and community dialogue and platforms and how to develop position papers, among others. The visiting teams also reviewed progress of planned project activities, and solicited for feedback on areas where district networks require additional support in future.



A UNASO staff (left) taking the Nebbi District Network Programme Coordinator and Chairperson through the programme reporting format during a support supervision visit.

- **Building Skills of the 20 CSO Representatives in Policy Analysis and Engagement**

With support from Oxfam GB, UNASO supported 28 participants from selected CSOs to undergo a capacity building training in policy analysis and advocacy. The training targeted CSO that are engaged in HIV advocacy to build their capacity in policy engagement on issues of access to HIV and AIDS services in the country.

- **Skills-building in Finance Management**

UNASO with support from Bristol-Myers Squibb (BMS) organized two trainings in financial management for the four district networks funded by CW/W. These include: Pader, Amuria,

Rakai and Nakasongola. The trainings targeted executive committee members and district network coordinators. Participants were trained in the following:

- i. How to develop charts of accounts
 - ii. How to develop financial manuals
 - iii. Bank reconciliation statements
 - iv. Harmonizing the cash book and the bank statement
 - v. Importance of accounting records and the different items required for record purposes in the office.
- **Supporting District Networks with Internet Connectivity**

UNASO continued to support the four district networks funded by CWW to have access to full internet services by paying subscriptions fees to two mobile internet service providers; Orange and MTN Uganda Ltd. This made it possible for the networks to have quicker means of communication with the Secretariat and to be able to access the information they needed through the internet.
 - **Holding of Rotational Quarterly Project Review Meetings**

Two rotational project review meetings were held in Kampala and Amuria for district networks funded by CWW. The meetings were attended by members of the executive committees and coordinators from four networks, representatives from UNASO Secretariat and representatives from CWW. The meetings reviewed project progress and shared lessons and experiences from the four district networks. Specifically, presentations were made by each district network on the following:

 - i. Executive committee meetings to develop position papers for DAC/DAT.
 - ii. Quarterly HIV&AIDS learning and knowledge information sharing meetings
 - iii. Community dialogues with district leadership on the coordination of the district HIV&AIDS response
 - iv. Progress on engagement of political leaders on their commitments on HIV service delivery made during political campaign.

2.2 Increasing Effective Representation of ASOs on the Key Decision Making Forums in Uganda.

- **Conducting Local FM Radio talk shows:**

UNASO with her partners: NAFOPHANU and UGANET held radio talk shows and supported district networks to hold regional radio talk shows. The shows were held from the following Radio stations:

 1. Radio West in Mbarara, western Region.
 2. Akaboozi ku bbiri for the Central Region.
 3. Etop in Soroti.
 4. Karamoja FM for the North-Eastern Region.
 5. Arua FM in the west Nile Region.
 6. Rupinyi in Gulu in the Northern Region.
 7. Open Gate FM in Mbale for the Eastern Region.
 8. Life Fm in Kabarole for the western Region.
 9. Bukedde FM in the Kampala for the Central Region

The talk shows focused on pertinent issues that affect communities' access to HIV and AIDS service delivery. The topics discussed ranged from HIV and Disability, Home Based Care for

PLHIV, PMTCT, Positive Prevention, Safe Male Circumcision, access to essential medicines, drug adherence and resistance, maternal health, male involvement in HIV, Women and HIV, TB and HIV, resource mobilization, HIV Policy formulation, and commemoration of Philly Lutaaya Day , Candle light Memorial and World AIDS Day among others. Radio talk show guests included; district HIV focal persons, district technical officers, staff from the consortium partners and HIV&AIDS service providers depending on topic of discussion. The radio talk shows have provided information to the masses, increased visibility of the networks, boosted advocacy of both infected and affected by HIV and have been used to mobilise communities to participate in HIV prevention interventions. For example, a radio talk show in Soroti was used to mobilise people for safe male circumcision and as a result 300 men in Serere were circumcised. Opportunity was provided for each consortium district to participate in the talk shows to discuss issues that are peculiar to their local needs.

- **Holding of Public Platforms**

UNASO in partnership with NAFOPHANU and UGANET, held public platforms in form of mock debates in the 25 district networks: Rakai, Masaka, Wakiso, Mityana, Mpigi, Jinja, Hoima, Kabarole, Mbarara, Kabale, Ntungamo, Bushenyi, Nebbi, Arua, Gulu, Masindi, Kitgum, Mbale, Kapchorwa, Busia, Mayuge, Moroto, Nakapiripirit, Soroti and Kaberamaido. The debates enabled the public to give their views about the services offered and whether the PLHIV had got sufficient services or not. Public platforms were intended to strengthen the capacity of consortium district networks in human rights based advocacy in the context of HIV/AIDS.

The platforms were attended by: District LC V chairpersons, Chief Administrative Officers, Speakers of Local Government Councils, Health Superintendents, Probation and Community officers, Police Officers; Networks of People Living with HIV, AIDS service organizations, leaders of vulnerable groups such as OVC and PWDS and private practitioners among others.

The platforms have created a forum for networks to employ a Rights Based Approach to advocate for quality and accessible HIV/AIDS service delivery at district level and contributed to skills building in advocacy and activism for networks. In addition the platform provided an opportunity for the duty bearers to account to their citizens.

- **Sub-County Community Dialogue Sessions**

UNASO in partnership with NAFOPHANU and UGANET supported the 25 district networks to conduct community dialogue sessions at sub-county level. Issues raised in the dialogue included; poverty, drug stock outs with particular reference to Septrin, inadequate counsellors in most of the Health Centers 111, poor cultural norms and beliefs towards ARVs and poor participation and involvement of local communities in government in HIV/AIDS intervention at the district and sub counties, domestic violence, accessing NAADS project by PLHIV, PMTCT, Sanitation as well as how different stakeholders can be involved in the response. Strategies were developed to improve involvement of PLHIV in the local government programmes, and increase male participation in HIV&AIDS programmes as a means to reduce domestic violence through advocacy and sensitization. Other issues identified for advocacy and coordination included low access to ART services and long distances to Health centres with ARVs. Suggestions that more Health Centres should be accredited to give ARVs and of more health workers should be recruited cut across the dialogues in all the districts.

- **Engaging Political Leader to Sign Citizens-Leader Pacts**
 With support from Concern Worldwide, UNASO and the four district networks: Amuria, Pader, Rakai and Nakasongola engaged parliamentary and local government politicians who were campaigning for election into public office, to make commitment of delivering quality HIV and AIDS services once elected in those offices. The commitments formed Citizens-Leader Pacts which were signed between the politicians and ASOs. After the elections these pacts were disseminated in all the four district networks. Leaders who attended the disseminations pledged to ensure that the pacts are discussed and passed by the district councils. This way, the commitments will be allocated necessary resources required for implementation.
- **District Level Candle Light Day Memorials**
 UNASO supported two district networks: Pader and Nakasongola to commemorate the International AIDS Candlelight Memorial. In both districts, the networks played a leading role in organizing the event with consultations and support from their member ASOs and the district local governments.
- **Holding Dialogue Meetings with Media on Issues of HIV Response in Uganda**
 With support from Oxfam GB, UNASO conducted two dialogue meeting between media personnel and other HIV/AIDS actors to discuss issues pertaining to the national response. The first dialogue meeting was held in Kampala, and the second meeting was held in Mbarara in South Western Uganda. The meetings focused on issues around HIV and AIDS prevention and Treatment in Uganda. The intention of these engagements was to scale up media coverage of HIV and AIDS issues. Subsequently more coverage of HIV and AIDS issues in the media has been observed.



Dialogue meeting between media personnel and other HIV/AIDS actors in Mbarara District

- **Representation of CSOs in Policy Making Fora:**
UNASO continued to represent the civil society AIDS service organizations in various national HIV&AIDS advisory committees such as: Partnership Committee, Country Coordination Mechanism for Global Fund (CCM) and CSF Steering Committees. Dr Raymond Byaruhanga, the UNASO Board Chairperson, and Ms Rosette Mutambi the Executive Director of HEPS represent National NGOs on the Partnership Committee, while Ms. Susan Ajok, the Executive Director, Straight Talk Foundation, and Dr. John Mugisa the Country Director of AMICAAL represent National NGOs on the CSF Steering Committee. Mr. Bharam Namanya, the Executive Director of UNASO and Dr. Doreen Ondo from Reproductive Health Uganda represent National NGOs on Country Coordination Mechanism for Global Fund (CCM). In addition, Mr. Bharam Namanya is the Vice Chair for the LQAS Advisory Committee.

2.3 Promoting Networking and Partnership Building among CSOs at National and District Levels

- **Formation of Consortiums:**
UNASO entered into a consortium arrangement with NAFOPHANU and UGANET to strengthen coordination, networking and advocacy at both national and regional levels. The same arrangement was cascaded at the district level among the 25 consortium district networks. Each of the consortium members brings in a wealth of experience and expertise in different areas. This synergy provides a unique opportunity in a comprehensive and holistic manner to enhance the achievements in coordination, partnership, advocacy and coordination of HIV/AIDS response.

UNASO Secretariat further entered into a partnership with ACODEV-U and Kasese Network of AIDS Service Organizations to implement a three year project on *Integration Approach to HIV/AIDS Prevention Project in Kasese District*. This partnership provides a unique approach in ensuring that service delivery is coordinated, and the process is shared at both local and national levels. In addition, UNASO partnered with HIPO- Africa to implement the one year project in the two districts of Kyenjojo and Bundibugyo. HIPO-Africa brought on board the competences in organizational development and Monitoring and evaluation to the project.

- **Participation in the CSO Fair**
UNASO participated in the process of preparation for the National CSO Fair, and hosted preparatory meetings for National NGOs to discuss arrangements for their meaningful participation as AIDS service organizations. An exhibition stall was organized under the coalition of AIDS service organisations including: PREFEA, UHMG, THETA, UNASO, NAFOPHANU, TASO, Uganda Cares, The International Aids Alliance among others, and more than 200 people visited the exhibition stall. UNASO also organized a key note presentation on the status of funding for HIV/AIDS interventions. The session was attended by 45 participants mainly from the HIV and AIDS thematic sector.
- **Participation in the Access to ART Coalition Group**
UNASO was a member of the Consortium of Advocates for Access to ART (CAAT). This group was established with coordination from NAFOPHANU and other CSOs for evidence

based advocacy on issues of accessibility, availability and utilization of treatment especially of ART. The CAAT members comprised of advocates who engage the Government through the Ministry of Health and National Medical Stores for improved access to ART.

▪ **Participation in the Petition 16 Maternal Health Rights Group**

UNASO through the Petition number 16 Maternal Health Rights Advocacy Group effectively participated in engaging the Government to reduce maternal death and improve the quality of health services in Uganda. Other members in this coalition included: Centre for Human Rights and Development and Uganda National Health Consumers Association; Action for Human Rights Group, Health Gap, Mama's Club, HAG, and National Coalition of Women Living HIV. The coalition filed a petition on 3rd March 2011 urging Government to reduce Maternal Mortality and improve health services.

▪ **Participation in Philly Lutaaya Commemoration Day**

UNASO participated in events held to celebrate the Philly Lutaaya Day on the 17th October 2011 in Mbale District. UNASO presented a statement on CSOs' contribution to the national HIV&AIDS response, and participated in exhibitions and radio talk shows.

▪ **Participation in World AIDS Day Commemoration 2011**

UNASO Secretariat participated in the National organisations for the World AIDS Day 2011, and mobilized and coordinated other ASOs to participate in the commemoration of this day at Kololo Airstrip, Kampala on the 1st December 2011. UNASO Secretariat printed a banner and T-shirts which carried the day's theme on: Re-engaging leadership for effective HIV prevention, and participated in the matching and exhibitions.

▪ **Participation in the National HIV Prevention Advocacy Group for Older Person in Uganda**

With funding from SIDA and Help Age International through Uganda Reach the Aged Association, UNASO coordinated activities of a technical advocacy working group established to advocate for inclusion of HIV prevention strategies for older persons in the national HIV prevention programmes. Other members of the group include: NACWOLA, SAIL-Uganda, NAWOU, TASO, AIDS Information Centre, and HEPS.

▪ **Renewal of CCM Membership for Local NGOs**

UNASO spearheaded the process of renewing the membership for the Local NGO Constituency to the Country Coordination Mechanism (CCM) for Global Fund grants. As a result one substantive member and one alternate member were elected to serve on the CCM for the next two years.

▪ **Participation in Policy Review Processes**

UNASO participated in the reviewing of the national HIV/AIDS strategic plan 2007/08 – 2011/12. UNASO mobilized CSOs to participate in the HIV Prevention, M&E, Care and Treatment, Social Support, and Systems Strengthening technical working groups. In addition, UNASO Secretariat staff participated in and chaired some of the technical working groups. This process was coordinated by the Uganda AIDS Commission.

▪ **Involvement of Local Governments in District Networking Activities**

There has been more involvement of district local government partners in district networking activities which has enhanced/supported strategic partnerships, collaboration and coordination mechanisms in the project districts. This has led to Joint implementation

of activities such as conducting district stakeholder information sharing platforms and holding of public platforms.

- **Hosting of An AVAC HIV Prevention Research Fellow**

With support from AVAC; Global Advocacy for HIV Prevention, UNASO hosted a Research Fellow, Ms Sylvia Nakasi, whose fellowship focused on documenting lessons learned in the Safe Male Circumcision Project in Kayunga; and also laid ground for ARV-based Prevention in Uganda. As a result a civil society platform on ARV-based prevention was constituted with various partners to scale up advocacy for use of proven biomedical HIV prevention Strategies. In addition, the fellow wrote report that informs the roll out of safe male circumcision policy implementation in Uganda, and a policy brief on Uganda's readiness for ARV-based prevention.

2.4 Increasing access to strategic information by ASOs for effective HIV&AIDS response at national and districts levels

- **Baseline Survey on Access to ART Services in Uganda**

UNASO undertook a baseline survey on Access to ART services in Uganda. 500 copies of the baseline report were printed and distributed to CSOs engaged in ART issues, Ministry of Health, District Local Governments, development partners and district networks to inform their advocacy efforts on issues of ART service provision in the country. Like wise 2500 copies of a policy brief on Access to ART in Uganda were produced and disseminated to the same stakeholders above. These resource materials were produced with support from Oxfam GB.

- **Redesigning of the UNASO Website:**

The UNASO website was redesigned and hosted by a reliable service provider (Jolis Intercom). The website has greater capability to handle huge amounts of information and to facilitate online networking with key stakeholders.

- **Orientation of Media Personnel on HIV and AIDS Information and Knowledge Management**

UNASO oriented 25 journalists from the media houses including; news paper, television and radio stations from eight regions of the country: West Nile, Northern, North East, Eastern, Teso Sub Region, Mid West, South West and Central Uganda, on HIV and AIDS information and Knowledge Management. The two days workshop focused on issues of HIV/AIDS response in Uganda including; Challenges in Financing the response, Human rights and HIV/AIDS, Issues to do with HIV prevention in the country and the importance of HIV&AIDS communication. The purpose of the workshop was scale up the coverage of HIV and AIDS issues in the media.

Participants appreciated the need for HIV/AIDS response to get on top of the media reporting agenda, and the need for closer interaction and information flow between the media and other CSOs.

- **District Stakeholder Information Sharing Platforms**

UNASO supported the 28 districts networks: Rakai, Masaka, Wakiso, Mityana, Mpigi, Nakasongola, Jinja, Hoima, Kabarole, Mbarara, Kabale, Ntungamo, Bushenyi, Nebbi, Arua,

Gulu, Pader Masindi, Kitgum, Mbale, Kapchorwa, Busia, Mayuge, Anuria Moroto, Nakapiripirit, Soroti and Kaberamaido to hold information sharing platforms. The platforms brought together, partners like the religious leaders, local government representatives, ASOs and development partners to share and discuss concerns affecting HIV/AIDS and OVC programme, in their districts and to generate solutions and a way forward to address those issues.

▪ **Identification and Dissemination of Relevant HIV Related Resource Materials to District Networks**

UNASO disseminated various HIV-related resource materials to district networks. These included: a report on accessibility and availability of HIV services in four districts of Amuria, Pader, Nakasongola and Rakai, the 2010 Directory of ASOs in Uganda, Policy brief on Access to ART in Uganda, UNASO Brochures, capacity building manuals in M&E, strategic management, resource mobilization and financial management; UNASO annual report 2010, T-shirts for WAD, hand book on selected national HIV policy guidelines, and UNASO networking and coordination model.

▪ **Regional and National Feedback and Consultative Meetings:**

Being the Secretariat for the National NGO Self-Coordinating Entity (NNGO-SCE), UNASO organized three regional and one national feedback and consultative meetings with national CSOs to give feedback on the implementation of the National HIV & AIDS Strategic Plan (NSP), and to solicit for views and ideas for inputting into the NSP Midterm Review and Joint Annual AIDS Review processes. The meetings were held in:

1. Soroti for the North-Eastern Region
2. Kyenjojo for the Western Region
3. Kampala for the Central Region

These meetings were attended by district local government officials, representatives from district CSO networks and PHA networks, officials from the Uganda AIDS Commission, and Ministry of Health, as well as representatives from CSOs. Participants gave feedback on the performance of the NSP in the areas of Prevention, Care and Treatment and Social Support; as well as coordination and financing of the national response. This feedback centered on achievements made, challenges faced, lessons learned and recommendations for better performance.

2.5 Strengthening the Capacity of Districts Networks in Monitoring and Evaluation of HIV & AIDS Interventions

- **Skills building in M&E**

The 25 consortium district networks underwent training in monitoring and evaluation. The training workshops were conducted at regional level. They took place in Kampala, Mbarara, Mbale and Gulu districts. The three days training focused on: understanding basic concepts in planning, monitoring and evaluation of projects, undertaking the planning process, developing M&E frameworks, formulating M&E questions and indicators, data sources, analysis and use. Each consortium district network was represented by four members including two coordinators and two members of the executive committee. In total 100 participants attended the training. The participants appreciated the concepts in M&E; they were able to relate project cycle to their practical work. The training was facilitated by resourceful persons from member organizations.

- **Development of Reporting Formats**

To improve and standardize the quality of programme reporting by district networks, UNASO developed quarterly reporting formats for district networks following the CSF reporting guidelines.

3.0 Achievements:

- The Local government leaders have appreciated the value of networks and have accepted to work in partnership with the networks to improve service delivery. For example in Kitgum district, the district provided office space and was reported to have donated a car to the district network; while in Nebbi District the district gave space and a motorcycle to the Network. In addition ASOs and LGs improved on their mutual respect and consultations and worked jointly on issues of mutual interest such as developing district HIV strategic plans.
- Participation of district networks and ASOs in district planning and budgeting processes for HIV&AIDS through which ASOs articulated their demands on behalf communities.
- Four district networks: Amuria, Pader, Rakai and Nakasongola succeeded in having their political leaders sign the Citizen-Leader Pacts. These pacts were a result of an advocacy engagement of political leaders to make commitments on HIV/AIDS service delivery during political campaigns for parliamentary and local government elections in the districts of Amuria, Pader, Nakasongola, and Rakai. In Amuria 32 political leaders signed the pacts, while in Nakasongola 27 political leaders signed. In Pader 65 leaders signed the pacts, and in Rakai 27 leaders signed. The pacts formed the basis for CSOs and citizens to demand for accountability and delivery of quality HIV&AIDS service from their leaders.
- Some district networks realized a number of district specific achievements as a result of their advocacy engagements. In Amuria the District AIDS Committee (DAC) and the District AIDS Taskforce (DAT) were activated, more health workers recruited i.e. two additional doctors were recruited and 73 new positions for health workers were advertised to respond to health worker shortage; one CD4 count machine for the district was acquired and a new

health facility for each of the sub-counties in the district was constructed. In Nakasongola, the network succeeded in making strategic partnership and alliance with Mildmay. As a result one CD4 count machine was acquired and two more ART clinics in the sub-counties of Kakooze and Kalungi were constructed. In Pader, the district recruited additional health workers to respond to shortage of health workers, and improved the doctors' benefits (by paying a top up allowance) that attracted them to work in this remote district. Pajule Health Centre IV was able to acquire a transformer that enabled the facility to access electricity; and vulnerable people living with HIV mainly the inmates (prisoners) were able to access ARVs by linking the prisons and health centers. In Rakai, the network advocated for district-wide ARV service provision, and ARV distribution points at Health Centre IIs and IIIs were established and reagents became available. The Health Unit Management Committees were activated and active participation of PHAs in the ART program to monitor and sustain vigilance on the availability of ARVs at accredited sites was revamped. The district also purchased an ambulance for Rakai Hospital. In Kaberamaido the District Local Government increased budget allocation for HIV and AIDS activities from 0.59% to 1.0% during the 2011/ 2012 financial year.

- UNASO was able to leverage resources as a result of working in a consortium arrangement with NAFOPHANU and UGANET on the CSF funded project. Many of the resources such as cars and staff have been shared during the implementation of the project.
- UNASO tapped into the resources of member organizations. For example, three regional training workshops were hosted at TASO training centres in Mbarara, Gulu and Mbale at no cost. In addition TASO and AIDS Alliance provided very good technical resource persons to facilitate some training workshops. This has helped the organisation to leverage resources.

4.0 Lessons Learnt:

- Regional radio programmes are not the most effective method for reaching the target audience in the various districts as people were inclined to listening to their radio stations in their localities. District based radio programmes could work better.
- Public platforms and sub county community dialogues enabled members to engage with their district leaders and have proved to be an effective forum for mutual engagement and accountability between communities and their leaders. These platforms need to be strengthened to create opportunities for communities to raise their demands and concerns to the attention of their leaders.
- Participatory planning with the beneficiary communities is important to ensure ownership, participation and sustainability of results.
- Bringing on board the district leaders such as the District HIV Focal Point Person as members of district network executive committees improved coordination and collaboration with the district local governments.

- Engagement of political leaders to make commitments on HIV/AIDS service delivery proved an effective strategy for CSOs to engage with local leaders. The Citizen-Leader Pacts are a powerful tool to empower communities to demand for social accountability from their political and civil leaders by engaging district councils and other district bodies.
- The major factors that undermine demand for health services include lack of information on available services; perceived quality of services; stigmatization; low male involvement; service providers' attitudes; low personalization of risk; and the marginalization of certain groups such as PWDs, women, OVC and CSWs. UNASO will consider these barriers (where they exist) and develop appropriate strategies to address them during implementation of activities in the next year.
- ASOs' require capacity building in policy advocacy and monitoring for effective engagement of policy makers on better health and HIV and AIDS programs.
- There is a huge unmet need districts without ASO networks. The robust participation of ASOs in the new and already-established networks indicated that these networks were indeed very critical in facilitating coordinated service delivery. Therefore, ASOs need to be well coordinated if they are to effectively engage policy makers at both local and national levels for better health HIV and AIDS programs. In addition, the constructive collaboration between district administrations and the networks was clear evidence that there were needs that the networks helped to address in these resource-constrained districts. UNASO will continue to work with district networks and / or establish/ strengthen them where they are weak.

5.0 Challenges

- Implementation of some programme activities especially for the Oxfam funded project was affected by the presidential, parliamentary and local government elections in February – March 2011. The campaign period that started in October 2010, hampered implementation of some of activities that required engagement of local government leaders because many of the local government office bearers were engaged in these campaigns.
- The process of review and approval of some proposals and the time taken to get administrative procedures right sometimes took longer than anticipated. This affected timely implementation of planned activities.
- As new districts are created by the government, UNASO has received overwhelming demand for the establishment of new district networks in these districts. Unfortunately UNASO does not have adequate resources to support all of these networks.
- Some of the activities were carried out at a time when the country faced a fuel shortage and electricity crisis. Thus the implementation of those activities was very costly against fixed budgets.
- Limited funding opportunities for networking and coordination at both national and district level. Most district networks were not supported during the year because of the limited

funding. In addition, national level meetings were not supported and this affected constructive intra-and inter consultation and feedback among ASOs.

- Despite the tremendous advocacy work done by some district networks, the district local governments were incapacitated by inadequate funds which could not allow them to respond to the advocacy issues (points of pain) raised. Therefore some commitments were not addressed despite the willingness of district leaders to do so.
- In addition, some CSOs lacked adequate skills in policy advocacy and monitoring to effectively engage the local leaders on policy issues. In addition there was poor coordination among CSOs that undermined their ability to present their points of pain as one strong amplified and harmonized voice on behalf of the communities. Many citizens are not well-empowered to understand their rights and responsibilities in HIV service delivery. This affected the extent of their participation in demanding for improved HIV service delivery.

6.0 Finance and Administration

6.1 UNASO's Income for FY 2011

UNASO received 2.249 billion Uganda shillings in 2011, compared to 1.442 billion shillings in 2010 with income increment by 0.8 billion. The largest support was received from the Civil Society Fund.

Table 1: Breakdown of UNASO's income and their sources in 2011

Funding Source	Amount in Uganda Shillings
Civil Society Fund	1,655,329,316
AVAC	66,878,630
HIVOS	93,750,000
Concern Worldwide	290,613,874
Partnership	100,688,148
OXFAM	27,701,536
Uganda Reach the Aged Association (URAA)	6,000,000
Membership Subscription Fees	7,900,000
Other Income	500,000
TOTAL INCOME	2,249,361,504

6.2 UNASO's Expenditure for FY 2011

The total expenditure for year was 2.205 billion shilling compared to 1.646 billion shillings in 2010

Table 2: Breakdown of UNASO's Expenditure in 2011

EXPENSES	Amount in Uganda Shillings	Percentage
Information Generation & Sharing	137,887,830	6%
Networking Activities	110,624,250	5%
Advocacy & Lobbying	262,426,297	12%
Capacity Building	251,367,850	11%
Meetings	740,154,783	34%
Personnel Costs	444,440,305	20%
Operating Expenses	258,358,316	12%
Total EXPENDITURE	2,205,259,631	100%
Surplus/Deficit For The Year	44,101,873	

UNASO Board Members as of December 2011

Names	Role on Board
1. Dr. Raymond Byaruhanga	Board Chairperson
2. Mr. Sam Jamie Ibanda	Vice Chairperson
3. Mr. Emmanuel Ofumbi	Chair for UNASO Governance Board
4. Mrs. Ssentongo N. Robina	Treasurer
5. Ms. Robinah Kaitiritimba	Member
6. Mr. Kabumba Busingye	Member
7. Dr. Stephen Watiti	Member
8. Dr. Lydia Mungherera	Member
9. Mr. Robert Kanwagi	Member
10. Mr. Francis Oketcho	Member
11. Mr. Robert Misigi	Member
12. Mr. Eddie Kajura	Member
13. Mr. Peter Ogenga	Member
14. Mr. Bharam Namanya	Secretary/Ex-officio

UNASO Secretariat Staff as of December 2011

Names	Designation
1. Bharam Namanya	Executive Director
2. Siana Nakazibwe	Finance and Administration Manager
3. Abbot Ntwali	Monitoring and Evaluation Specialist
4. Jessica Batsomaghe	Fundraising, Networking and Partnership Specialist
5. Frank Twinamatsiko	Research, Policy and Advocacy Specialist
6. Richard Mayanja	Information, Communication and Documentation Specialist
7. Irene Basemera	Front Desk Officer
8. Benson Sylvester Kato	Accountant
9. Sheila Lamunu	Accounts Assistant
10. Winifred Ikilai	Programme Assistant
11. Sylvia Nakasi	AVAC HIV Prevention Research Fellow
12. Joseph Nyende	Programme Assistant
13. Immaculate Namugerwa	Programme Assistant
14. Luyima Steven	Office Assistant
15. George Olanya	Driver
16. Siraje Kakaire	Driver