



Life Concern Annual narrative & Financial Report

for the year ended 31/ Dec/ 2025

FOREWARD

This annual report depicts Life Concern (LICO) background and key activities which were planned, implemented and approved by the board of directors. In the course of the year, the board of directors ensured that in executing its oversight role, it gave all that could enable the management staff to execute their duties in an atmosphere which was free and fair. It enabled the staff not only to execute their routine duties of managing affairs of the organization in line with the strategic plan, but also they were able to implement projects which the organization secured over the year.

Such important projects included but not limited to Alochi Ku Somo II which mainly focused on education, skilling the youth and environment actions, CIV-FUND 1; on climate justice and 2 on land rights, UWEZO; on assessing numeracy and literacy in education among others. Both the projects and normal programs were within the four thematic areas of; Education, Health, Livelihood (inclusive of environment) and Financial Inclusion.

These projects re-enforced actions on the routine programs such as human rights, gender and justice; education on mind set change at community and school levels, health issues with special focus on mental health; nutrition; livelihood and environmental actions which preoccupied the organizations' stakeholders. The implemented actions are in line with the respective millennium development goals.

The report depicts all the key activities undertaken during the year 2025 both in the main structure of the organization and at the Life Concern Skilling Centre which started full operation in the year of reporting with a substantial funding from one of our key partners; CO: OPERAID during the 1st phase of Alochi Ku Somo.

It is my strong belief that this partner has invested in an area which has touched the lives of the youth. This was demonstrated by the fact that the Centre was able to graduate up 89 of her pioneer trainees. Forty of whom were directly sponsored by the project. It is also amazing that in the 1st year of its operation, the trainees were able to sit a national TVET examination and have excelled.

The achievements recorded in this report (amidst some challenges), was possible due to the cooperation of the various stakeholders such as; government, NGOs,

private sectors, faith based organizations, cultural institutions and the communities where we worked.

My sincere appreciation goes to all the board members, staff and all partners who worked tirelessly to ensure that all the programs were tackled within the planned time frame. The visits paid by the donor representatives of the various projects resulted in to an independent oversight of the project activities. This further enhanced the capacity of our staff which led to improved performance of their roles.

To enable the staff to manage the organization well, I would like to once again pledge the board of directors' commitment to continue performing her oversight roles to enable the staff to perform much better and serve the communities in line with the NGO mandates of complementing government efforts of service delivery to her citizens. I also call upon other stakeholders to cooperate with the leadership and structure of the organization in order for us to realize the Vision, Mission, and objectives of the organization together. Your contributions count a lot.

Ocaki Samuel

Chairperson Board of Directors

Life Concern

1. Message from the Executive Director



This report was made possible through the collective efforts of many stakeholders. The Board of Directors provided strategic oversight, while the Executive Director and senior management team ensured effective leadership and timely implementation of activities. Appreciation goes to the Monitoring and Evaluation Officer for consolidating sector implemented activities into the annual reports for 2025. Further appreciation is extended to all staff whose planning and commitment enabled full utilization of approved funds.

I also acknowledge the strong support from communities, cultural and religious institutions, government entities, the private sector, security agencies, media houses, and all our development partners. Special thanks go to Alur Kingdom leadership, the Ministry of Water and Environment, the Magistrates' Court of Paidha, Nebbi Catholic Diocese, and our donors whose financial and institutional support made the achievements underscored in this report possible.

My most important message to us all stakeholders of Life Concern is that; during our engagement and contribution to the development agenda of the country (Uganda), we should ask ourselves individually that; what will paint my picture permanently in and around LIFE CONCERN and Uganda if I physically cease to exist? Or what will this organizations' stakeholder remember me for now and after I am no more? Will it be the good or the negative things I have done?

These questions should help us to reflect much deeper on the past and current contribution each of us made during the year of reporting in order to reshape our next level of intervention and the amount of energy to deploy for further actions.

Moving forward therefore, I call upon all stakeholders to remain firm, continue to cooperate and ensure together we contribute towards the wellbeing and development of our communities in our various capacities.

May each and every one of us refocus on using our expertise, relationship, networks and abilities to mobilize more and bigger resources in order to facilitate the organizations big dream of service delivery to the people.

Best regards

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Kakura Emmy Kizito

Executive Summary

Life Concern (LICO) is a non-profit organization established in 1998 in Zombo District as a Community-Based Organization (CBO). For over **27 years**, LICO has partnered with national and international donors, local governments, and communities across the West Nile region and Uganda at large to promote inclusive and sustainable development. The organization operates under a structured governance system comprising of General Assembly, a Board of Directors, an Executive Director, senior management, and 23 staff members.

LICO implements integrated programming in education and social inclusion, human rights and health, livelihoods and climate-smart agriculture, environmental protection, and financial inclusion, contributing to 5 Sustainable Development Goals (SDGs). All interventions apply a social inclusion and beneficiary-ownership approach, ensuring participation of women, youth, persons with disabilities, and other marginalized groups.

During 2025, LICO implemented seven (7) projects across its thematic areas, reaching to 15,218 direct and 537,000+ indirect beneficiaries, representing a significant increase compared to 2024. Major interventions addressed high school dropout rates, youth unemployment, land conflicts, environmental degradation, and limited access to justice.

Youth Empowerment interventions focused on employable skills, education support, and economic inclusion. A total of 89 youth completed apprenticeship training in tailoring, mechanics, crafts, hairdressing, and videography, with 12 high performers receiving enterprise starter kits. School and community outreach programs improved literacy, life skills, and awareness on substance abuse, early pregnancy, and environmental protection. Over 90 youth were supported to engage in green income-generating activities, including energy-saving cook stoves and plastic recycling.

Under **Human Rights, Gender, Social Justice, and Peace**, LICO operated a Human Rights Clinic that managed 95 cases involving land, family, domestic violence, and child protection. 41% of cases were resolved through mediation, with others referred to formal justice mechanisms. Land governance interventions included community dialogues, reconciliation of land conflicts, and issuance of 50 Certificates of Customary Ownership (CCOs), with an additional 50 under processing.

The **Environment and Natural Resources** program strengthened community resilience through nutrition-sensitive agriculture, clean energy adoption, and environmental conservation. Activities included kitchen garden and nursery management trainings, construction of energy-efficient cook stoves, Eco-Education Runs, ecology competitions, and riverbank protection initiatives along the Nyagak River in collaboration with local authorities and West Nile Rural Electrification Company (WENRECO).

LICO's Social Enterprise Department generated UGX 7.48 million through liquid soap production, transport services, and equipment hire, contributing to organizational sustainability and local financing of social programs.

Institutionally, LICO strengthened staff capacity through trainings in tax compliance, land governance, leadership, ICT systems, and cybersecurity. Robust **Monitoring, Evaluation, and Learning (MEL)** systems supported baseline studies for key projects and coordination of international learning assessments (ICAN/ICARE) across four districts.

Financially, LICO recorded a strong cash position, with UGX 108.24 million in closing cash balances. Financial reporting adhered to IFRS/GAAP standards, ensuring transparency and accountability.

Despite challenges related to donor dependency, infrastructure limitations, and external risks, LICO demonstrated effective program delivery, sound financial management, and sustained community impact, reinforcing its role as a key development and human rights actor in the West Nile region.



*Life Concern Tailoring network members being taken through **garment** designing process by an instructor (in red jacket) during a learning visit at ELAN GARMENT in Arua City.*

Life Concern staff at various events of the year 2025



2. Introduction

Life Concern (LICO) is a non-profit organization established in 1998 in Zombo District as a Community-Based Organization (CBO). Working in close partnership with National, Inter-national donors and local governments across all the districts in West-Nile region and across Uganda.

Our work focuses on education and social inclusion, health, livelihood and climate smart agriculture as well as financial inclusion. We use a holistic approach to promote sustainable development. Through these interventions, LICO contributes to the achievement of 5 Sustainable Development Goals.

To ensure long-term impact and sustainability, we apply a social inclusion

approach that promotes beneficiary ownership. This approach enables

27th

year of working





beneficiaries and communities to value, actively participate in, and ultimately take ownership of the interventions.

To effectively implement our programs, projects, and departmental or sector activities, the organization operates under a clear governance structure. The General Assembly gets annual feedback of interventions from the board, while the Board of Directors provides oversight, while the Executive Director leads the staff, including support personnel, with assistance from senior managers in implementing planned activities.

In addition, the organization runs a Skills Development Center that equips the youth with seven practical and hands-on skills. The staff managing the center report directly to LICO management.

Throughout the year, LICO implemented various projects across its different thematic areas and also conducted evaluations and assessments. Each project was led by a specific department. The projects included:

- 1- Alochi Ku Somu II (AKS) project – an Education oriented intervention.
- 2- Stand for Climate Justice (SCJ) project aligned to environment.
- 3- Unlocking citizens land rights for peaceful co-existence project.
- 4- Operation of the human rights clinic, focusing on fairness and justice.
- 5- Social enterprise Development initiatives aimed at widening the institutions' resource base for long term sustainability.

6- ICAN- ICAR international educational assessment.

7- Internal baseline assessment of AKS and SCJ projects.

Through its interventions, the organization achieved a lasting impact among both direct and indirect



23

dedicated LICO employees



We implemented

7

Projects



A beneficiary group attending training



Trainees of Nursery bed management.

beneficiaries. Compared to 2024, there was a notable increase in the number of individuals reached and served.

Vision and mission

Vision

A just society free from violence and extreme poverty.

Mission

To empower the poor and other vulnerable persons and communities to free themselves from all forms of social injustices, violence and extreme poverty; and effectively contribute to the national and global efforts for sustainable peace and development.

LICO Skills Development Center activities

Tailoring training sessions for beginners



Number of individual reached and served during the year

	As of Dec 2024	As of Dec 2025		
		Total	Male	Female
Youth engagements in apprenticeship training, youth innovation and awards	1,300	1,950	1,050	900
Youth attending positive mindset change sessions towards work both in communities and schools.	3,587	5,111	3,100	2,011
Communities accessing LICO human rights clinic services, acquiring land Certificate of customary Ownership (CCOs) and attending trainings on land rights.	4,330	5,802	3,942	1,860
Community members trained on climate justice and proper methods of farming/ agricultural good farming methods both on ground and Radio talk shows.	4,573	4,797		2,628
Community members accessing services and products from social enterprise generated by LICO.	2,110	3,001		1,534
GRAND TOTAL	15,900			



Left is Crafts and wood works session in progress. While right is hair dressing trainees during UVTAB assessment



3. Activities, achievements and performance highlight of the year



LICO implemented targeted interventions in education, health, and skills training to address critical community needs. In Zombo District, a 37% primary school dropout rate with 47% of boys and 27% of girls completing primary education reflects high attrition. In health, nearly 47% of major water sources in West Nile are polluted, posing serious risks, while high youth unemployment threatens livelihoods. These challenges guided programs to improve learning outcomes, promote community

health, and equip youth with practical skills for self-reliance.

Building on these identified challenges, the following sections highlight LICO's key activities, achievements, and impact across its departments and sectors.

3.1 Youth Empowerment department

3.1.1. Skills training for youth



Under the leadership of the Youth Empowerment Office, which served as the project coordination unit for AKSII, LICO supported 89 youth (49 females and 40 males) to undertake apprenticeship training at the Skills Development Center, where 5 core programs: tailoring, crafts and woodwork, motorcycle mechanics, hairdressing, and filming & videography were offered.

All trainees under the Alochi Ku Somu II project received partial bursaries, and the 12 top-performed participants were awarded starter kits to launch their own ventures.

This intervention has significantly empowered youth by enhancing their employable skills, promoting entrepreneurship, and improving their prospects for sustainable livelihoods.





Motorcycle Mechanic trainees during instruction at the LICO skills Centre



In its admission process, LICO ensures social inclusion by considering all categories, including gender, persons with disabilities, age, and other marginalized groups. The organization is committed to leaving no youth behind, promoting equal access and opportunities for all participants.

Shown here is *Ayiyirwoth Easter* from Warr Town Council, a 17-year-old hearing-impaired trainee in tailoring, she has distinguished herself as one of the fastest learners among her peers



Craft & wood works making products and the trainees presented their products to the donor and AKS team as Stephanie of Co: operaid (funder right) poses with a walking stick designed by the trainees.

3.1.2. School and Community outreaches

3.1.2.1. Improving literacy skills through structured debate program

This year, the Youth Empowerment Department launched a Secondary School Debate Program aimed at enhancing educational outcomes by improving students' English proficiency. 3 out of 4 targeted schools participated in the inter-school debates, and the initiative was well received, especially when the debates were recorded and broadcast on *Rainbow FM* and *Ruvicom* media during education hours. As a result of its impact, 4 additional schools have invited LICO to implement the program in their institutions.



Paidha Seed Secondary School singing Uganda national anthem to start the Debate program



Paidha Memorial secondary school a speaker from Team B was presenting her case: explaining that Family pressure kills one's motivation most



Students from Excel and Charity Colleges showed actively participated during school debate sessions

3.1.2.2. Community sensitization on environmental protection, substance abuse and early pregnancy



Recognizing that youth are highly engaged by music, dance, and drama, LICO has leveraged these creative platforms to deliver key awareness and behavioral change messages. Through quarterly performances by Champions of Change (CoC) on groups at Pakadha

Secondary School and in 2 selected high-risk “hot-spot” communities, the organization has effectively disseminated information on critical issues such as environmental protection, substance abuse prevention, and the risks of early pregnancy. This approach not only captures the attention of young audiences but also encourages active participation, dialogue, and retention of important life skills and knowledge, thereby promoting positive social and behavioral outcomes.



Champions of change (COC) Youth group members preparing for concert presentation on drug abuse.



A scene in the play illustrating the harmful effects of drug (alcohol) abuse.

3.1.3. Improving economic inclusion



Under the Alochi Ku Somu II (AKS II) project, LICO facilitated a series of income-generating initiatives aimed at enhancing the economic capacities of over 90 youth. The beneficiaries received specialized training in the construction of energy-efficient cook stoves and in sustainable plastic waste management, including recycling and upcycling techniques for income generation.

Additionally, one youth group of 15 members from Amei Parish, known as the Ecopesa Group, was awarded a sub-grant of UGX 1,000,000 to strengthen their energy hub operations. These interventions were designed to build the technical skills, entrepreneurial capacities, and sustainable livelihood opportunities of youth, thereby promoting self-reliance, environmental stewardship, and economic empowerment within the communities.



Youth during training on construction of energy cook stove

3.2 Human rights, Gender, Social Justice and Peace department

3.2.1 Operation of Human Rights Clinic

A Conflict resolution process facilitated at the Human Rights clinic of Life Concern-LICO



In 2025, LICO handled a total of 95 human rights cases across various issues, including land and property disputes, family and child protection matters, domestic violence, and other rights violations. Of these, 39 cases were successfully resolved through mediation and dialogue, while 15 were referred to partners such as the police, courts, or local authorities for further action. 18 cases are still pending and will be addressed in the coming year, and 13 cases were abandoned by the claimants before completion. Overall, these interventions reached 779 clients (290 females and 489 males), with 477 cases at the Clinic and 302 in communities demonstrating LICO's commitment to supporting vulnerable individuals and ensuring access to justice within the communities it serves.

The table below presents a consolidated analysis of human rights cases managed by Human Rights department in 2025.

Case Category	Number of Cases (n)	Proportion of Total Cases (%)	Case Outcomes
Land and property disputes	45	47%	Resolved: 20, Referred: 10 Pending: 8, Abandoned: 7
Children and family-related issues	39	41%	Resolved: 15, Referred: 3 Pending: 7, Abandoned: 14
Domestic violence & assault	4	4%	Resolved: 2, Referred: 1 Pending: 1, Abandoned: 0
Child protection violations (defilement & trafficking)	4	4%	Resolved: 2, Referred: 2 Pending: 0, Abandoned: 0
Payment & school-related issues	4	4%	Resolved: 0, Referred: 2 Pending: 1, Abandoned: 1
Stigma & migration	2	2%	Resolved: 0, Referred: 0; Pending: 1, Abandoned: 1
Total	95	100%	Resolved: 39, Referred: 15 Pending: 18, Abandoned: 13

The table shows that land, property, and family-related disputes account for the majority of reported cases, highlighting these as the most prevalent human rights challenges in the communities.

Case Outcomes overview



The resolution of over 41% of cases through mediation and dialogue demonstrates the effectiveness of LICO's community-based approach, while referrals to police, courts,

and other institutions underscore the importance of strong partnerships for handling complex cases.

3.2.2 Promoting human rights and justice through community dialogue on land and property rights

4 community dialogues on land matters were held across identified hotspot parishes in the Greater Nebbi region, engaging a total of 327 community members (80 females and 247 males). The dialogues focused on **land and property rights, Uganda's succession laws, and land conflict management skills**, and involved key stakeholders and community members. These engagements provided a participatory platform for knowledge sharing, clarification of legal provisions, and strengthening community capacity to prevent and manage land-related conflicts.



Presentation by the legal representative of Life Concern during community dialogue at Gonyobendo in Akyak sub-county, Zombo district.



Left is a participant seeking clarification on land rights, while right in maroon skirt is LICO Human Rights Officer responding to the question raised.

To enhance inclusivity and extend outreach beyond physical participants, **4 audio-recorded community dialogues were broadcasted on Christ the King FM radio station (in Goli-Nebbi district)**, enabling access to information on land matters,

succession laws, and conflict management for wider audiences across Greater Nebbi and neighboring districts as well as part of Eastern Democratic Republic of Congo (DRC).

As a result of these interventions, community members showed improved understanding of land governance and succession laws, as observed during *MELO-LICO* monitoring visits, with increased capacity to manage and resolve land disputes at community level.

3.2.3 Reducing land related conflicts through reconciliation approach

Under *Unlocking Citizens Land rights for peaceful co-existence project*, the department was able to formally identify and register a total of 4 conflicting cases on land related issues. Through structured mediation and guided dialogue processes, all the 4 land conflicts were successfully resolved.

These reconciliations contributed to restoring peaceful coexistence among the affected parties, strengthening community-level dispute resolution mechanisms, and reducing the likelihood of recurring land conflicts.

3.2.4 Processing and issuance of Customary land certificates

A total of 50 community members from Nyapea Sub-County, who were selected last year as beneficiaries for Certificates of Customary Ownership (CCO), have successfully received their certificates, positively impacting their sense of ownership and security over their land. Building on this success, an additional 50 beneficiaries from Atyak Sub-County this year have been identified to receive CCOs. The processing of their land certificates is underway, with issuance expected by February of next year. **This continued intervention is aimed at strengthening land tenure security, promoting equitable access to land, and enhancing community trust in formalized land ownership systems.**

3.3 Natural Resources/ Environment and Production department

3.3.1 improving nutrition

Below at the fore front is the LICO livelihood officer taking some group of Life Concern beneficiaries in practical nutrition sensitization session in the Irish potato field at Papoga parish, Zeu Sub county, Zombo district.



The department has been actively implementing **capacity-building initiatives focused on improved nutrition and sustainable agricultural practices.** Emphasis has been placed on establishing kitchen gardens and providing practical training on nursery bed management.

During the reporting period, a total of 5 training sessions were conducted:

- 1 training session was held at LICO skills development center for enrolled trainees, providing hands-on demonstrations and practical skills in vegetable production, soil preparation, and seedling management.
- 4 community-based trainings were conducted, reaching out to local groups directly within their communities: -
 - 2 youth groups of young people were equipped with practical skills for food production and nutritional self-reliance.
 - 2 women's groups were empowered with knowledge and techniques for kitchen garden establishment, seedling propagation, and nutrition-sensitive farming practices.



As part of nursery management training, the Pi-Somo women's group in Zeu Sub-County received practical instruction on crafting planting pots from banana fibers. An initiative aimed at reducing the use of plastic pots and its long term effects on environment.

These capacity-building efforts aimed to enhance household food security, promote dietary diversity, and strengthen community knowledge in sustainable agricultural practices. Additionally, the trainings emphasized the integration of nutrition education into everyday agricultural practices to ensure long-term improvement in community health and food self-sufficiency.

3.3.2. Empowering communities to adopt and practice sustainable clean energy solutions



The department has promoted healthy environmental practices by advising communities on adopting clean energy technologies to reduce air pollution and health risks. Using project funds, 5 practical trainings were conducted on the construction and use of energy-efficient cook-stoves. The trainings focused on

stove construction, reducing indoor air pollution, conserving fuel, and building community skills for maintenance.

As a result of the training, trainees demonstrated practical competence by constructing Rocket Lorena energy cook stoves for 10 households and an institutional stove to support Guna Primary School in Nyapea Sub-County.



Facilitator demonstrating Rocket Lorena stove construction to community members at Guna in Nyapea sub-county, Zombo district.

3.3.3 Promoting environmental awareness

3.3.3.1 Eco-Education Run

Annual Eco-Education Run conducted in Atyak and Warr Sub-Counties attracted over 400 participants with the dual objectives of raising awareness on environmental protection and encouraging school-going youth to remain in school. Participants included both in-school and out-of-school youths from the community. To incentivize participation and reinforce the initiative's objectives, in-school 20 youths (10 boys and 10 girls) were

awarded solar lamps to support their studies, while out-of-school 20 youths (10 boys and 10 girls) received energy-efficient cook stoves to promote sustainable energy practices at the household level.



Participants during Eco-Education Run at Lwala primary school, Warr town council, Zombo district.

The activity not only enhanced environmental awareness but also promoted education and youth engagement, linking environmental sustainability with practical benefits for participants and their households.

3.3.3.2 Ecology competition

An Ecology Competition was organized to promote environmental awareness, conservation practices, and the sustainable use of natural resources among community members and youth. The competition assessed participants based on demonstrated environmental conservation practices, such as proper waste management, tree planting, clean energy use, and environmental hygiene. Winners were selected from individuals and households already actively practicing environmental conservation, recognizing and rewarding positive environmental behavior. The initiative encouraged peer learning, community motivation, and the adoption of sustainable practices through recognition of exemplary efforts.

1 household beneficiary received a cash award of UGX 200,000, while 2 individual beneficiaries were each awarded UGX 100,000 in recognition of exemplary environmental conservation practices.

3.3.4 Protecting and conserving Nyagak river banks along Nyapea sub-county

To protect and conserve the Nyagak River banks, the department, in collaboration with the Local Government Environment and Water Departments and WENRECO, implemented a series of coordinated interventions in Nyapea Sub-County. These activities included community sensitization and awareness creation on riverbank protection and sustainable environmental practices, aimed at strengthening local ownership and responsibility for conservation efforts. In addition, the riverbanks were mapped to guide planned tree planting along vulnerable sections, supporting stabilization of the banks and prevention of erosion. Contour establishment was undertaken to reduce surface runoff and soil loss. Furthermore, de-siltation activities were identified and recommended, with WENRECO indicating commitment to undertake these works as part of ongoing river management and conservation efforts.



Collectively, these interventions are intended to **restore and protect the ecological integrity of Nyagak River**, reduce environmental degradation, and **promote sustainable Power generation at the dam** through multi-stakeholder collaboration and community participation.



One of the awareness sessions on environmental protection at Guna primary school, Nyapea sub county, Zombo district,

3.4 Social enterprise department

The organization runs a social enterprise aimed at generating sustainable income to fund its community development programs in Zombo District. Revenue from the enterprise is strategically reinvested to support initiatives in health, education, and economic empowerment, ensuring that social activities are locally driven and sustainable. This

approach enhances the organization's financial independence, promotes community participation, and strengthens the long-term impact of development interventions for vulnerable and marginalized groups.

The table below outlines the key projects executed under the department's mandate.

Enterprise	Production / Output	Expenditure (UGX)	Revenue Generated (UGX)	Profit / Notes
Liquid Soap Production	415 liters (2 procurements)	941,000	830,000	330,000
Transport Services (Tipper Lorry)	Operational for 6 months	2,150,000	5,940,000	Revenue contributed to local funds
Public Address / Videography Hire	12 hire sessions approx.	0	470,000	Assisted in meeting organizational needs
Compressor Hire	1 operational unit	0	240,000	Partial revenue generation

The table above is further elaborated as follows:

a) Liquid soap production

The department implemented a liquid soap production project with a total budget of UGX 3,500,000 for procurement of raw materials and related operational costs. 2 major procurements were made:

- First procurement (June 2025): UGX 450,000
- Second procurement (November 2025): UGX 491,000



samples of the liquid soap produced in the course of the year.

Materials procured included ungalo, sulphuric acid, salt, food color, perfume, and empty jerricans for packaging. Production yielded 415 liters of liquid soap, generating UGX 830,000 in revenue, with a profit of UGX 330,000. Sales reached 6 schools, 3 hotels/lodges, and over 300 individuals.

←LICO social enterprise staff displaying

b) Public address system and videography services

The department aimed to generate UGX 8,000,000 through hiring public address and videography equipment. During 2025, UGX 470,000 was collected. Key challenges included limited marketing and competition leading to unapproved low pricing, as well as a shortage of technical personnel to operate the system. Maintenance activities, such as welding of speakers and acquisition of padlocks, were conducted to ensure smooth operations.

c) Transport services (Tipper Lorry)

The department generated UGX 5,940,000 through transport services from January to November 2025. However, operations were hampered by vehicle breakdowns, a road accident in December, and delays in repairs due to financial constraints. Routine maintenance, including oiling, greasing, tube replacement, insurance, and general servicing, was carried out to restore functionality and ensure revenue generation.

d) Compressor Hire

Only 1 compressor was operational during most of the year, generating UGX 240,000. Frequent breakdowns and delays in repair limited revenue potential. In October, repairs were conducted, and the machine was reintroduced for operations in December. Routine maintenance and the development of a marketing strategy were undertaken to improve efficiency and returns.

Summary

- Total Revenue Generated (2025): 7,480,000 UGX (excluding some pending collections)
- Total Expenditure (recorded): 3,591,000 UGX (excluding some operational costs)

3.5 Finance and administration department

3.5.1 Strengthening staff competencies through targeted capacity development

3.5.1.1 Training on tax laws and policies

All departmental staff were invited to participate in a specialized training on tax laws and regulatory policies, conducted by officials from the Uganda Revenue Authority (URA). The training focused on enhancing staff understanding of current tax legislation, compliance requirements, and organizational fiscal responsibilities. **The primary objective was to strengthen the financial management capacity of LICO,** ensuring that staff are well-equipped to implement tax-compliant practices, improve reporting accuracy, and support the organization's overall governance and accountability frameworks.



LICO Staff participating in URA-led training on tax regulations and compliance policies. Left-Centre is a URA staff explaining a point while right, the staff demonstrating how to compute tax to LICO accountant.

3.5.1.2 Training on land rights and policies

The training on land rights and policies was provided to LICO staff to equip them with the knowledge and skills necessary to effectively implement a project focused on land governance. An external facilitator was hired to conduct the training, ensuring expert guidance on customary and statutory land tenure, succession rights, dispute resolution mechanisms, and community land management practices, enabling staff to identify land-related issues, mediate conflicts, and ensure compliance with relevant policies. Emphasis was also placed on human rights considerations, particularly protecting vulnerable groups such as women, children, and marginalized community members.

By combining legal knowledge with practical case studies, the training strengthened LICO staff's capacity to implement the project while promoting effective land management, equitable access, and conflict reduction. This equips staff to work with local leaders, community members, and other stakeholders to ensure the successful application of land rights principles, contributing to sustainable land use, social stability, and community development.

3.5.1.3 Internal staff capacity building

Every Monday morning, the administration allocates time for a staff fellowship session, designed to promote knowledge sharing and professional development. Each session lasts 2 hours, during which a designated staff member delivers a presentation on a relevant topic aimed at educating and informing colleagues. Every staff member is provided with at least 2 opportunities per year to lead a presentation, ensuring equitable participation and fostering continuous learning across the organization.

3.5.1.4 Training on leadership and organizational governance

A training on Leadership and Organizational Governance was conducted by Charter for Change (C4C) Groups Uganda on 21–22 July 2025 at Royal Suites Hotel, Kampala. The training was attended by the Human Rights Officer, with the objective of strengthening

institutional capacity in effective leadership, governance structures, accountability, and organizational management systems.

The sessions covered key areas including strategic leadership, roles and responsibilities of governance bodies, ethical leadership, compliance, and decision-making processes. Participation in the training enhanced the officer's capacity to promote transparency, uphold accountability, and support sound governance practices within the organization, thereby contributing to improved program implementation and organizational performance.

3.5.2 Participating in global observance and awareness events

3.5.2.1 Participating in world environment day

LICO actively participated in World Environment Day on 5th June 2025, engaging in activities aimed at promoting environmental awareness and sustainable practices in Paidha Town Council. The participation involved collaboration with local communities, schools, and partner organizations to address key environmental issues, including market and street cleanliness. Through these efforts, LICO contributed to **raising public awareness, fostering community involvement, and reinforcing its commitment to environmental stewardship** in alignment with global sustainability goals.



Right (holding hard broom) is a LICO staff in partnership with COLEIN AID spearheading a local action coded "KEEP OUR ENVIRONMENT CLEAN" campaign during the World environment day at Paidha town council, Zombo district.

3.5.2.2 Participating in African child day

The Day of the African Child was commemorated on 12 June 2025 at Miracle Child and Youth Development Centre, Paidha, through activities aimed at promoting and protecting the rights and welfare of children. The event brought together children, caregivers, community members, and stakeholders to reflect on key issues affecting children, including access to education, child protection, health, and psychosocial well-being.

The celebration provided a platform for child participation, awareness creation, and advocacy, emphasizing the importance of safeguarding children's rights and supporting their holistic development in line with regional and national child protection frameworks.

3.5.3 Participating in both internal and external meetings

Various staff members of the organization participated in external meetings and engagements, representing LICO across different platforms. These meetings provided opportunities for institutional representation, coordination, networking, and information sharing with partners, stakeholders, and relevant authorities. The meetings included:

- 8- Coordination meeting for women human right defenders from West Nile and Eastern Uganda organized by Women Human Rights Defenders Network-Uganda (WHRDNU) at Estella Country hotel, Kampala on 4-7, March, 2025
- 9- Alochi Ku Some II project partners quarterly review meetings



Left; Executive Director- LICO explain key issues during AKSII partners review meeting at Paidha Rest Inn hotel, Zombo district.

3.5.4 Information Technology (IT) sector activities under Finance and Administration

During the reporting period, the Information Technology (IT) function under the Finance and Administration Department successfully implemented a range of planned technical interventions aimed at strengthening the organization's ICT infrastructure, systems security, staff digital capacity, and online presence. These activities focused on ensuring operational efficiency, system reliability, data security, and informed planning, while laying a foundation for sustainable ICT management and continuous improvement.

Under the sector, the following activities were Implemented:

- ICT Equipment & Software Audit: Technical evaluation of computers, printers, cameras, storage devices, and software, documenting device status, lifespan, and replacement requirements.
- Staff Capacity Building: Monthly "ICT Help Hour" sessions focused on basic troubleshooting, digital skills, office application usage, and safe ICT practices, improving operational efficiency.
- Cybersecurity Awareness Training: Staff trained on email phishing, password management, and safe browsing, reducing cybersecurity risks.
- Website Updates: Project reports and organizational information updated regularly to maintain online visibility and information accuracy.

3.6 Monitoring and Evaluation of projects and institutional activities

LICO implemented a structured Monitoring and Evaluation (M&E) framework to track the performance, effectiveness, and impact of its programs and institutional activities. The M&E function emphasized accountability, learning, and evidence-based decision-making across all departments. Routine monitoring was conducted through field supervision visits, activity and financial reports, review meetings, and documentation reviews. Meanwhile evaluation of activities was done to assess progress against planned objectives and expected results.

During the year, LICO conducted baseline evaluations for two key projects, namely the *Stand for Climate Justice Project* and the *Alochi ku Somu II Project*, to establish benchmark data for measuring outcomes and impact over the project lifecycle. In addition, LICO coordinated the Common assessment of numeracy and reading (ICAN and ICARE) international assessments across 4 districts in the West Nile region, under the supervision of Uwezo, ensuring adherence to methodological standards and data quality requirements.



Training of volunteers on data collection methodologies for the assessment at ALEXOPIC Nebbi hotel; pictured on the left is the training session for District and Village Coordinators (DCs & VCs).

4. Key challenges encountered during the reporting period

- High Dependence on External Funding: LICO relied heavily on donor contributions, thus limiting financial autonomy and flexibility. This constrained timely resource allocation and sustainability of activities, emphasizing the need to diversify funding sources.
- Infrastructure Limitations: Office and operational facilities, including ICT and energy systems, required upgrades to support efficient operations.
- Environmental and External Risks: Weather conditions, including heavy rains and Teachers industrial action affected project implementation in certain areas.
- Power Supply Challenges: Irregular solar power and lack of connection to the main electricity grid impacted office operations.
- Loss of a support staff: During the year, we lost one guard called Odoki Joel Simeon who passed on after a very short illness. His sudden death created a gap in manning security of property of the organization.

5. Financial report

1. Cash Flows from Operating Activities

Description	Amount (UGX)
Net Income	89,523,816
Adjustments to reconcile net income to cash:	
- Prepaid Rent	360,000
- Increase in Accounts Payable	5,697,000
Net Cash Provided by Operating Activities	95,580,816

Commentary:

Cash from operations increased due to improved revenue collection and careful management of accounts payable. Operating cash is sufficient to cover short-term obligations.

2. Cash Flows from Investing Activities

Description	Amount (UGX)
Purchase of Office Equipment	(8,632,000)
Purchase of Computers & Software	(21,950,000)
Building-related expenditure	(700,000)
Net Cash Used in Investing Activities	(31,282,000)

Commentary:

No cash outflows are included for depreciation as it is non-cash.

3. Net Increase in Cash and Cash Equivalents

Description	Amount (UGX)
Net Increase in Cash	64,298,816
Cash at Beginning of Period	49,733,872
Cash at End of Period	108,242,688

Commentary:

The organization's cash position strengthened significantly during the period, providing flexibility for project implementation and operational needs.

Technical Notes

1. Depreciation is **excluded** from investing activities; included in operating activities as an adjustment to net income.
2. Prepayments and accounts payable are considered in operating activities to reflect **true cash movements**.
3. This cash flow statement aligns with **IFRS / GAAP principles**, ensuring accuracy and transparency for donors and board reporting.