



Chapter 1 Annual Narrative

& Financial Report

December 31

2024

The report gives a picture of Life Concern in the year 2024; which includes the activities implemented, achievements, challenges encountered and the financial overview of the organization.

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DISCLAIMER

This report does not necessarily reflect the views of Life Concern. Similarly, the views and opinions in this report do not exactly implicate Life Concern in Uganda concerning the legal, political and socioeconomic status of the country, government, districts or degree of development.

Author



LIFE CONCERN

Acknowledgement

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The information that is constituted in this report was possible due to the contribution of various stakeholders which includes but not limited to; The board of directors who (under the able leadership of Mr. Ocaki Samwel) provided the right path way in their oversight role and guided the technical staff in the performance of their duties and responsibilities. This created confidence in the staff and led to their commitment to perform their roles well.

Internally, the Executive Director with the support of the senior management team provided the timely required interventions which motivated the staff and enabled them to deliver project and normal programs' activities in line with approved plan and budget. Special thanks to LICO Monitoring & Evaluation officer (Ms. Malengrwoth Brenda) for patching up the whole departmental reports in to one document.

The individual staff equally played a great role by generating their work plans and budgets which formed the organizations' base of action and timely implemented the activities. This has enabled LICO to consume all the funds which were approved for service delivery and administrative costs.

Other stakeholders which included; cultural, religious institutions and the communities where the reported activities were implemented, cooperated and collaborated with the field staff well resulting to the achievement contained in this report.

Over the year, both local and central government entities gave the organization all the support required which leveled the grounds for the activities delivered. Our appreciation goes to the LC5, CAO and all departmental staff and local councils 1-3 for the cooperation accorded to LICO staff.

The office of the president in the person of Resident District Commissioner and staff, the security fraternity (police, UPDF, Prison) all worked hand in hand with LICO staff whenever required. Your contribution is highly appreciated.

We are grateful to the Ministry of Water and Environment for appointing the Executive Director of Life Concern (Mr. Kakura Emmy Kizito) among the facilitators of piece negotiation in the Wadelai irrigation scheme conflict management team. This is yet another vote of confidence in LICO.

The magistrates' court of Paidha once referred a high profile case of two youth of Nyapea School of the deaf who got drowned in Nyagak river which LICO successfully negotiated outside normal court proceedings. This was also possible because of Rt. Rev. Raphael Wokorach the Bishop of Nebbi Catholic Diocese who nominated LICO to handle the mediation. This has also shown the trust and confidence the two institutions have in our work for which we are very grateful.

It cannot pass unnoticed the contribution of the media houses such as; Paidha FM, Christ the King FM, Radio Maria Uganda-Nebbi, West Nile TV, Monitor Publication and others who supported us by airing and publishing our work.

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Chapter 3 List of Acronyms and Abbreviations

LICO	Life Concern
NDNGOF	Nebbi district NGO Forum
CEFORD	Community Empowerment for Rural Development
SCJ	Stand for Climate Justice
GGE	Girls Get Equal
AKS	Alochi Ku Somu
CCOs	Certificate of Customary Ownership
YEER	Youth Education and Environment Run
YSHA	Youth Social Hero Award
MEAL	Monitoring Evaluation Accountability and Learning
NUYDC	Northern Uganda Youth Development Center
DIT	Directorate of Industrial Training
MELO	Monitoring Evaluation and Learning Officer
LC I	Local Council one
LC II	Local Council two
URSB	Uganda Registration Service Bureau
PAYE	Pay as You Earn
NSSF	National Social Security Fund
URA	Uganda Revenue Authority

EXECUTIVE SUMMARY

1. Institutional and Legal Compliance

In 2024, Life Concern (LICO) successfully renewed its operational permit and maintained full compliance with all statutory obligations. The organization filed returns with URA, NSSF, URSB, and met local tax requirements. This ensured continued legal recognition and smooth operations throughout the year.

2. Human Resources and Staffing

LICO closed the year with **12 committed staff members**, all of whom received full remuneration and benefits. Salaries were funded **98% from project support** and **2% from local revenue**. The organization maintained a motivated workforce, fostering a culture of teamwork, accountability, and professional integrity.

3. Institutional Assets and Infrastructure

During the year, LICO efficiently managed its key assets, including:

- A tipper lorry, Toyota Ipsum, and four motorcycles (all functional).
- A public address system and assorted youth skilling equipment.
- The titled land hosting the **LICO Youth Skilling Centre**, marking an important step in asset security and institutional growth.

4. Reach and Beneficiary Profile

In 2024, LICO directly reached **15,900 individuals** — **9,312 males** and **6,588 females** — through various interventions in human rights, youth empowerment, land justice, and environmental protection. Beneficiaries included:

- **Youths** trained in vocational skills, innovation, and positive mindset transformation.
- **Community members** accessing the Human Rights Clinic, land rights education, and CCO registration.
- **Farmers and households** trained in Climate Justice and Climate Smart Agriculture.
- **Clients** benefiting from LICO's social enterprises and community services.

5. Human Rights, Peace, and Justice Interventions

LICO continued to play a key role in conflict resolution and access to justice.

- It successfully **mediated the Nyapea School of the Deaf case**, resolving a sensitive issue amicably.
- It also facilitated the **Wadelai Irrigation Scheme conflict (UGX 60 billion)**, leading to a peace agreement in Gulu and the resumption of the project. These interventions reinforced LICO's reputation as a trusted peace and justice actor in the region.

6. Project Achievements

A. Alochi Ku Somo I Project

- Contributed 70% toward construction of a two-room instructional block and a twin dormitory (120-bed capacity).
- Trained **40 sponsored** and **7 self-sponsored youths** in vocational courses, providing startup kits.
- Engaged **192 youths** in the Youth Education and Environment Run (YEER) with prizes including cash, solar lamps, and energy-saving stoves.
- Awarded **7 youth innovators** under YSHA and **11 educators** (10 teachers and 1 director) for outstanding performance.
- Supported **7 primary schools** with competitive grants ranging from **UGX 10 million to 50 million** for school improvement initiatives.

B. Unlocking Citizens' Land Rights for Peaceful Coexistence Project

- Processed and issued **50 Certificates of Customary Land Ownership (CCOs)**.
- Sensitized **1,000+ community members** on land rights and referral pathways.
- Trained **Nyapea Area Land Committee** on effective land conflict management.
- Resolved **five long-standing land disputes**, promoting peaceful coexistence.

C. Stand for Climate Justice Project

- Sensitized **300+ residents** of Akaa Sub-county on sustainable management of **River Nyagak**, vital for regional hydroelectric power generation.
- Revived **two community water catchment committees** (Jupangau East and West) to ensure coordinated environmental protection.

D. Library and Information Centre Support Project

- Through partnership with **Books for Development (USA)**, LICO successfully handled **two shipments** of educational materials.
- Distributed **10,000+ books** to **eight beneficiary schools** in West Nile and Western Uganda, improving literacy and learning access.

7. Financial Overview

In 2024, LICO implemented its programs at a total cost of **UGX 554,509,804.50**, funded primarily through donor-supported projects and a small proportion of internally generated revenue. Financial management remained transparent, with strict adherence to accountability standards.

8. Key Challenges

- **Overwhelming demand:** Requests for LICO's services exceeded its operational coverage.
- **Donor dependency:** Heavy reliance on external funding amidst growing donor fatigue.
- **Tightened government regulations:** New NGO policies increased administrative pressure and compliance requirements.

9. Strategic Way Forward

To address these challenges, LICO plans to:

- Strengthen **resource mobilization** and diversify income sources through social enterprise models.
- Expand **partnerships and collaborations** for greater impact and outreach.
- Enhance **policy compliance** and staff capacity to adapt to emerging operational frameworks.
- Integrate **monitoring and evaluation (M&E)** to better measure impact and guide future programming.

Introduction

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.

Core Values

1. **“Equality”** means non-discrimination on grounds of race, age, tribe, sex, gender, political affiliation, and economic status.
2. **“Justice”** means fair treatment of persons regardless of any social, biological, political and economic difference.
3. **“Resilience”** means ability to remain strong when hardship strikes; and looking at hardship as opportunity for growth and new sense of direction.
4. **“Stewardship”** means responsible planning and management of all resources that are at the disposal of the organization.
5. **“Integrity”** means the adherence to moral and ethical principles or soundness of moral character manifested in honesty and fairness, among others.
6. **“Professionalism”** refers to the skills, sense of good judgment, and polite behaviour expected from a person who is trained for a particular job.
7. **“Accountability”** refers to the obligation of an individual or organization to account for its activities, accept responsibility for them, and to disclose the results in a transparent manner. It also includes the responsibility for money or other entrusted property and resources.

Chapter 4 What issues are we addressing?

LICO's analysis points are three main issues that keep on driving poverty and social injustice in Uganda. Therefore, all our programs are designed to address these root causes. While long term programs are better equipped to effect change on these drivers, LICO also ensures gender inclusiveness are treated as cross cutting issues. Sometimes, cropping emergencies create opportunities that would otherwise not exist.

Many youths are unable to afford a basic standard of living due to idleness/ have poor attitude towards work. Therefore, apprenticeship trainings in videography, tailoring, and tyre repair are designed and implemented to bridge the gap. In addition, short trainings on fostering a positive mindset, along with youth innovation initiatives and awards, are offered to inspire a stronger passion for work among youth.

Addressing the human rights issues is particularly critical in communities. People seek for peace and justice. Chaos and human rights abuses have been forcing people to learn and embrace new skills, including more climate-smart technologies and less environmentally harmful practices to which they may not have had access or be open for before, as well create spaces for dialogues/ mediation with duty bearers/ parties involved.

Chapter 5 For whom? Who are our Impact Groups?

LICO is working with its allies to impact the lives of “highly vulnerable and the poor population in communities of West-Nile region and Ugandan at large. Therefore, the categories include but not limited to:

- Women; especially single mothers, teenage mothers & widows.
- Youth both; females and males (14-24 years) those at risk of child marriage, teenage pregnancies, abuse, and socioeconomic exploitation.
- Children; especially those who are neglected, suffering from malnutrition, and victims of domestic violence.
- Elderly persons above the age of 65 who cannot take care of themselves.

Chapter 6 In 2024, we reached the following numbers of people.

The numbers presented in this report are drawing from LICO’s database as reported by responsible departments. The data aggregates from human rights clients, Social enterprise, youth empowerment and natural resource information and beneficiaries from the various projects.

	As of Dec 2023	As of Dec 2024		
		Total	Male	Female
<i>Youth engagements in apprenticeship training, youth innovation and awards</i>	900	1,300	899	401
<i>Youth attending positive mindset change sessions towards work both in communities and schools.</i>	2,255	3,587	1,874	1,713
<i>Communities accessing LICO human rights clinic services, acquiring land Certificate of customary Ownership (CCOs) and attending trainings on land rights.</i>	267	4,330	2,862	1,468
<i>Community members trained on climate justice and proper methods of farming/ agricultural good farming methods both on ground and Radio talk shows.</i>	186	4,573	2,200	2,373
<i>Community members accessing services and products from social enterprise generated by LICO.</i>	1,061	2,110	1,477	633
GRAND TOTAL	4,669	15,900	9,312	6,588

Main achievements under the various thematic areas;

1- Education focus area

1.1 Alochi Ku Somu AKS project key activities implemented.

AKS project (3 years’ project) was launched in 2022 with the goal of improving basic primary education in 11 sub-counties of Zombo District. Its focus areas included improving infrastructure, building the capacity of teachers and school management committees, and fostering youth engagement. LICO was tasked with overseeing the youth-related activities, and key achievements which includes:

1. Expansion of LICO skills training center through conducting bench marking activity, construction of 2 instruction rooms and dormitory with 120 capacities for boys and girls,

additionally, introduction of 3 new courses totaling to 6 courses that will be supplemented with 4 compulsory courses in the new year 2025. Supplementary, the center was connected to water and electricity installation is underway.

2. Under the intervention, 40 youth from disadvantaged backgrounds were respectively trained in skills of tailoring, videography, filming, and tyre repair and maintenance. Upon graduation, the trainees were equipped with starter kits to aid them practice the skills learned in order to make money and become self-reliant. Additionally, 7 more youth were self-sponsored and able to benefit from the project's spillover effects.

The photos below show skills trainees in various sessions;



↑ **Fig.1a.**



↑ **Fig.1b.**

Fig.1a. Enrolled youth being addressed at an assembly by Brenda the MELO. Next (right), in **fig.1b.** Tailoring & Garment production trainees for practical lesson.



↑ **Fig. 1c.** Filming and Videography training session. ↑ **Fig. 1d.** Tyre Repairs & Maintenance trainees under instructions.

1.1.1 - Youth Education and Environment Run (YEER) and Youth Social Heros Award (YSHA) activities;

- 1- Youths of 14 – 24 years were able to participate in LICO youth activities of Youth Education Environment Run (YEER) and Youth Social Hero Award. Winners of these events: YEER (female= 96 and male= 96) won prizes such as cash, solar lumps and energy saving cook stoves. While YSHA winners (female= 1 and male= 6) won cash prize ranging from Ug shs (100,000 – 170,000) to boost their innovative businesses.



Above; ↑Left are male while right are female Youths registering to participate in the Youth Education & Environment Run (YEER) 2024.



Above; ↑left are youth participating during the 2024 youth education and environment run. While right are participants waiting for the winners to be declared.

In conclusion, the AKS project, funded by COOPERAID, met its Phase I (2022 - 2024) objectives ahead of expectations, leading to a three-year extension with new beneficiary schools brought on board.

1.2 Books for development.

The photo below shows pupils from Bridge-way primary school borrowing text books from LICO's resource center, for studies.



It has been for more than 15 years that LICO has partnered with books for development in improving the education sector through renovation/construction of infrastructures meant for establishing libraries, shipping and distributing study materials such as text books and story books to beneficiaries (schools, institutions

and public libraries) in West-Nile region. In 2024 (this year), Parombo and Wadelai secondary schools, Jubilant Cana primary school, Parombo public Primary school and 2 schools in Arua district greatly benefited from the project.

In the partnership with Books for Development, LICO was assigned the role of receiving shipments and distributing study materials to identified beneficiaries. Therefore, the following are the achievements as per the engagement.

1. 10,000 assorted books were successfully delivered to 5 beneficiary schools in West- Nile region to enhance capacities of their libraries for better performance of pupils and availing teaching materials.
2. During the year, LICO successfully handled shipment of study materials twice. Although the second consignment of around 35,000 books are in store at Pakwach town awaiting distribution to beneficiaries.



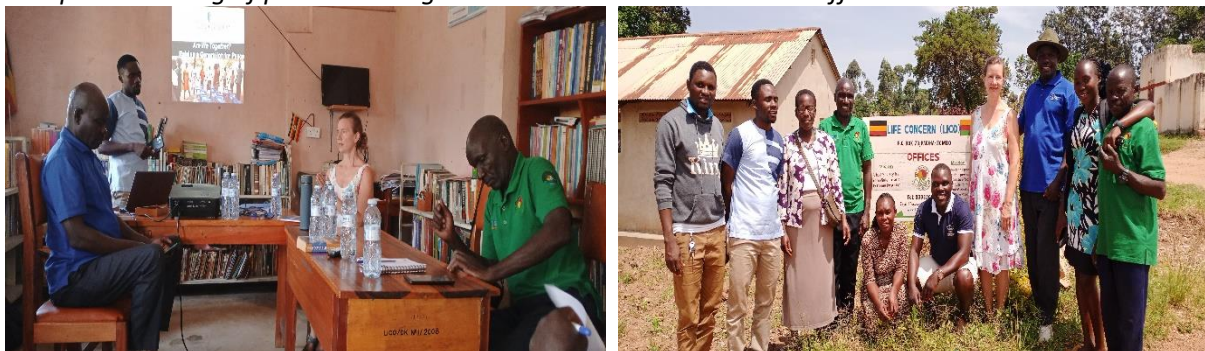
←The ED LICO inspecting books returned by children after borrowing and reading from Life Concern education resource Centre as an accounts assistant looks on.

The resource Centre provides opportunities for young learners to access learning materials which otherwise they cannot find in their various schools.

1.3 Peace building curriculum model.

Peace building curriculum model was initiated late this year in quarter 3, around July by Cry peace in collaboration with LICO, with training of Trainers of Trainees (3 teachers and 4 LICO staff) who were meant to deliver the curriculum to the pupils. LICO through *Human rights department* in partnership with *Bridge way nursery and primary school* introduced the curriculum to primary six of 46 pupils as a pilot project. After exceeding its goals could be enrolled to the entire school and possibly to other 4 more schools and as well enroll it to LICO existing community groups. The following outcome was achieved;

Inception meeting of peace building curriculum model at LICO head office at Paidha TC.



Left; ↑Carol, the focal point person for Cry Peace project (at the Centre) with LICO Team in a meeting, **Right;** Cry Peace team and LICO staff after the inception meeting.

Results of peace building curriculum in school;

i. Reduction in cases of indiscipline.

The Cry Peace pilot project implemented in Bridge-way primary school helped to reduce cases of indiscipline acts which were on the increase especially among pupils in the upper primary section.

According to Mr. Warom Fred the class master of P.6 he said *“Before the introduction of peace building curriculum, Primary six class was more indiscipline, every month we could punish at least 2 pupils for extreme indiscipline cases. As I speak, all the pupils have become each other’s keeper”*

Chapter 7 1.4 Special Peace building initiatives 2024

During the year, Life Concern was involved in managing 2 high profile peace building cases which included;

1.4.1. Nyapea school of the deaf alleged Murder Case;

This was one where 2 deaf young boys then studying at Nyapea school of the deaf got drowned in Nyagak river leading to parents of the deceased filling a case of murder against the school at Paidha magistrate court.

One party (defendant) having applied to court for the case to be settled outside court, the presiding magistrate granted the application and guided that the parties should identify a negotiator and file a consent judgement to court thereafter.

The bishop of Nebbi Catholic Diocese (then Rt. Rev. Raphael Wokorach) suggested Life Concern to mediate. LICO took up the matter and handled it well. Therefore, parties agreed leading to a successful resolution of the matter at Life Concern office in Paidha town council.

PEACE NEGOTIATION MEETINGS ORGANIZED BY LIFE CONCERN AT HER PAIDHA OFFICES



In the above photo, are a section of parties which congregated in Life Concern office on day one waiting for the chairperson (Kakura Emmy Kizito-ED LICO) to open the mediation meeting in a case of alleged grievances of gross negligence that led to the death of two youths of Nyapea school of the deaf by drowning in Nyagak river.



In the above ↑photo, the parties' representatives following communication from the LICO ED in green shirt. While on the left are representatives of the complainants and rights are the representatives of the defendant.



↑Above left is Hon. Hassan Ringtho, the Zombo district council speaker making submission during one of the mediation meetings/sessions at LICO offices in Paidha Town Council, as parties followed attentively. The speaker coordinated the preceding events leading to the mediation.

The parties involved in the peace negotiations included; the representatives of the complainants, defendant, Zombo district local government, and the host mediator.

Results of Nyapea school of the deaf peace initiative;

- i. Families of the deceased forgave the alleged perpetrator and accepted the compensated amount.
- ii. The defendant conveyed sincere apologies to the complainant and took up a responsibility of unforeseen negligence which might have led to the demise of the deceased.
- iii. The parties agreed to forget the past event and continue living in peace and love with one another thereafter.

1.4.2. Wadelai irrigation scheme alleged Property rights denial and fraudulent land acquisition.

After Ora river has been causing a lot of destructions to property in Wadelai as a result of overflow of the river, government of Uganda allocated 60 billion shillings for the construction of Wadelai irrigation scheme to tame the high power flow. However, due to misinformation and understanding the benefits of the scheme, it led to a violent attack from unknown people on the workers of the construction company.

This resulted in interruption of works in the scheme, it also created fear in the community, government officials and the contractor. In order for the work to resume, government was advised to institute a peace building committee to broker peace in and around the community of Wadelai and Pakwach district. Accordingly, the following leaders were nominated to constitute the team of peace makers; Retired Archbishop Luke Orombi, Bishop Raphael Wokorac Pumony (Nebbi Catholic Diocese), Bishop Ponse Ozele Awinjo (Nebbi Church of Uganda) and representative of the Muslim community.

The religious leaders delegated their peace building role to a committee of three which included; Kakura Emmy Kizito (ED-LICO), Dr. Lakwo Alfred (ED-AFARD) and Mr. Tivu Mark (former Chief Administrative Officer-Pakwach district) who facilitated the entire process. The committee organized meetings with elders, youth, women, government officials, civil society organizations and African Development Bank representatives to find facts about the conflicts in order to deal with the issues effectively.

The parties having got satisfied with the work of the committee then accepted to reconcile and it culminated in the Gulu-Wadelai peace agreement held in Boma hotel in Gulu City presided over by the leaders in the above photo.

Apart from involving the Executive Director full time in the peace building process, during peace agreement event, Life Concern was solicited to undertake documentary of the whole process of the round table peace engagement proceedings.

CONFLICT RESOLUTION TEAM THAT MANAGED A 60 BILLION UGANDA SHILLINGS WADELAI IRRIGATION SCHEME PROJECT ON THE LAST DAY AFTER THE PEACE AGREEMENT MEETING IN GULU CITY BOMA HOTEL



From left to right; ↑Kakura Emmy Kizito (ED-LICO), Mr. Tivu Mark (former CAO), Mr. Okidi James-in gray suit (PS Ministry of Water & Environment), (Bishop of Nebbi Catholic Diocese) Rt. Rev. Raphael Wokorach Pumony-in black clergy suit, next-in Nigerian suit is representative of African Development Bank. Second last is Rt. Rev. Ponse Ozele Awinjo (Bishop of Nebbi Church of Uganda Diocese) and Dr. Lakwo Alfred (ED-AFARD) after brokering the final Wadelai Irrigation scheme conflict peace deal in Gulu City 2024.

Results of the Wadelai peace initiative;

- i. Due to highly convincing technique used by the facilitators; Kakura Emmy Kizito, Mr. Tivu Mark and Dr. Lakwo Alfred, the conflicting parties (especially local community who resisted the project) opened up and disclosed the true reasons which they were hiding from government representatives.
- ii. All parties agreed to forget the past and allowed the project to continue uninterrupted even in the then contested area of Paten.
- iii. Government committed and handled peacefully all those who refused compensation and reviewed their concerns respectfully.
- iv. The parties signed a peace deal agreement which indicated that they were ready to move on peacefully to the end of the extended project period.
- v. A mediator under alternative dispute resolution mechanism was chosen by government of Uganda leading to a final peace deal signed in Pakwach district.
- vi. The project was finally completed successfully and handed to the beneficiaries for use.

REPRESENTATIVES OF WADELAI CONFLICTING COMMUNITIES/ELDERS SIGNING PEACE DEAL.



↑In the photo at the front line; Left to right is a section of conflicting parties' elderly representatives during the peace building event signing the peace agreement in Gulu city Boma Hotel. Standing behind (in red is Opoti Bena-the Pakwach district community development officer) while right (in blue) shirt is a ministry of Water and Environment staff observing the signing process.

2- Sustainable livelihood and Climate Smart Agriculture focus area

2.1 Stand for climate justice (SCJ) initiative

In June 2024, the Natural Resource Department held an inception meeting at Zombo District Headquarters to launch the two-year "Stand for Climate Justice" project, aimed at protecting Nyagak River banks in Akaa and Athuma sub-counties. The project began in Akaa sub-county, yielding the following results:

1. Awareness and sensitization of over 300 community members of *Jupangau East* and *West villages* of Akaa sub-county on good practices of conserving Nyagak river and sustainable utilization of natural resources like papyrus.
2. Reviving water catchment committee in the villages of *Jupangau East* and *West* villages to conserve Nyagak river.

Below are Photos showing various stages of SCJ project activities implementation;



Figure 1. LICO project officer (Ms Jackline Oweknyinga observing Nyagak river flow) accompanied by some community members during inspection of the level of siltation affecting the normal flow of the river.



Figure 2 & 3. Left; LICO Climate Justice project officer (in red head scarf) taking measurement of the demarcation for the buffer zone along Nyagak river. Right; community members following instructions as they participate in marking the boundary.

2.2 Unlocking citizens land rights for peaceful co-existence intervention

Programs and MEAL unit at LICO, designed 4 years (2024 – 2028) intervention that started this year 2024, to aid communities in understanding, demanding and utilizing land rights and acquire knowledge in conflict management related to land. Through *Human Rights department*, this has been the second intervention implemented to support vulnerable persons in Zombo district acquire legal documents for their ancestral land reducing issues of land conflicts and grabbing though at a minimal percentage. The first intervention targeteded women; *widows and orphans* while the second gave chance for 40% *vulnerable men* and 60% for *women* in Nyapea sub-county. The following were realized as a result of this intervention:

1. 50 Certificate of Customary Ownership (CCO) issued to 50 vulnerable persons (60 women and 40 men) as a legal land document indicating that they are true owners of land in question.
2. Over 1,000 community members became aware of land rights, different referral pathways on how to acquire various legal land documents and their capacities were enhanced on how

to resolve land related conflicts. This was achieved through Community sensitization and Dialogue.

3. The intervention re-awaken the area land committees in Nyapea sub-county through meetings/ engagements to ensure they know and understand their roles and helping communities acquire land documents especially CCO at a cheaper cost.
4. 5 overdue land conflicts that the legal system failed to resolve on time were successfully resolved where parties involved became very aware who the actual land owner was and results gladly accepted.



↑Left is a female lawyer taking participants through community land awareness meeting at Nyapea subcounty. Right in blue T-shirt is a media personel documenting the proceedings.

Land rights training in Nebbi district

Additionally, a two-days training session was held for Caritas women's groups in Erussi and Ndhew sub-counties of Nebbi district. Led by the Executive Director in collaboration with the Human Rights Department, the training focused on land rights and the processes involved in acquiring legal ownership.

3- Financial inclusion focus area

3.1 Girls get equal (GGE)

GGE project ended in quarter 3, this year. It was 5 years' project implemented in partnership with Plan International Uganda (PIU) its aim was to value girls and boys equally and make them delay marriage. LICO through Youth empowerment department, worked with youth (8 groups with 120 members) from 18 – 24 years in 4 parishes of Paidha sub-county. The engaged youth were able to:

1. Initiate self-business to earn an income average of Ugshs 50,000. As reported during an assessment with more 100 youth. They are engaged in petty business and agriculture.
2. Hold advocacy meetings in a rotating schedule across villages to educate both boys and girls on delaying marriage, and raise awareness among community members about children's rights and gender equality, resulting to 50% reduction in early marriages in Paidha sub-county
3. Mobilized 12 children (8 boys & 4 girls) back to school, some of these children had become child-parents who were laboring to take care of themselves and their babies.

Additional LICO team conducted training of Church of Uganda youth and women groups in Zombo Parish on Saving culture at households and leadreship levels this was ment to boost their businesses and initiate saving culture as individuals

3.2 Youth Empowerment initiatives

LICO organized school and community outreach sessions focused on youth empowerment, aiming to foster a positive mindset towards work and enhance financial literacy. Example: training of youths of Mvugu Church of Uganda parish. Over the course of the year, approximately 1,000 young people were reached through these initiatives.

Chapter 8 4- Cross cutting issues

4.1 Human rights clinic operation

LICO was initially founded to resolve cases of human rights abuses, the organization has a nitch in the area of human rights although now its treated as a cross cutting issue. *Human rights department* is a designated department for running the human rights clinic. The department applies various approaches (mediation, dialogue, counselling & guidance) to handle different human rights cases.

The table below shows various categories and their status

Sn	Cases	Frequency	Percentage
01	Land wrangles/ conflicts	23	22.5%
02	Child & family neglect	48	47.1%
03	Property/ land grabbing	12	11.8%
04	Rape & murder	3	2.9%
05	Assault	5	5%
06	Others	11	10.78%
	Total	102	100%

87% of the registered cases were successfully resolved and follow-ups conducted indicated that victims enjoyed full justice while the perpetrators learnt never to repeat mistake.

5- Board and management activities

5.1 Board meetings

At the start of the year, the board held a meeting to review the organization's 2023 performance, which included audit reports for both the organization and its projects, as well as the annual report. During the meeting, the board also approved the 2024 work plan and budget, review organizational targets, and assessed staff capacity and restructuring needs. The board aimed to meet twice a year to fulfill its oversight role in guiding and monitoring the organization's management.

5.2 Management activities.

Staff attended weekly Monday meetings where each member reports on activities completed the previous week and submits their work plan for the current week. The meetings also serve as a platform to foster a positive work environment and support internal learning, with one staff member presenting on a relevant topic each week.

Additionally, quarterly review meetings are held to assess staff progress and plan for the upcoming quarter. At the end of the year, the organization conducts a final meeting to address and resolve outstanding issues and ensure alignment moving forward.

6- Evaluation and assessments

6.1 Bench mark assessment for LICO skills training center



↑From right and anti-clockwise, is Photos showing LICO senior management team during bench mark from entry to exit. In pink skirt is the Centre administrator of NUYDC skilling Centre who led the team in and around the Centre. The team included; Kakura Emmy Kizito, Brenda, Denis, Herbert & Jackline.

LICO senior management team visited 3 training institutions to acquire knowledge on how to operate a skills center. The team visited (Northern Uganda Youth Development Center (NUYDC), Janan Lowum technical institute) in Gulu City and Zobelle skills training center in Arua city.

Therefore, during the bench mark, it was recommended that, for LICO to successfully operate the skills center the following are to be considered;

1. Acquire membership of Uganda association of private institutions (Uganda private master card foundation) for current updates in the education sector especially private sector.
2. Register with district local authorities such as LC I to III, the host district Local government and others to ensure the center operates in a legal environment.
3. Register with Directorate of Industrial Training (DIT) that accredit legal certificate for completion of apprenticeship training conducted for 3 months to enable the trainees compete favorably with those from other skilling institutions.

4. Establish and recruit professional staff to run the center and report to LICO as its proprietor with a clear silver line dawned between the center and LICO.
5. The centers' organogram be developed to guide management/administration and other stakeholders.
6. Acquire relevant guiding documents such as; - the business technical vocational education and training (Act 2008), - basic requirement and minimum standards indicators for education institute (March 2010), - staff employment in private school and institutions in Uganda (April 2017).
7. Portrait of the president, Uganda flag, wall clock, court of arm which are also essential symbols for an institution.



The center has a capacity of 120 trainees per year and will function successful if the recommendations above are taken into consideration.

←Left to right are sections of dormitory and instruction rooms at the LICO new site skills Centre under construction at finishing level.

6.2 Alochi Ku Somu (AKS) project end-line evaluation



An external evaluator was hired to conduct the end-line project evaluation spear headed by *LICO with MELO as the focal point officer*. The evaluation aimed at finding out if there has been an improvement in basic education for pupils in Zombo district. The findings were impressive, as it indicated that 97% of the project results were achieved.

←An evaluator taking notes from the field at tyre and repair training Centre.

6.3 Stand for climate justice project (SCJ) project base-line assessment

All LICO projects are guided by baseline assessments that provide reference points for tracking result and ensuring interventions bring desired change, if not then corrective measures could be undertaken, and lessons learnt documented.

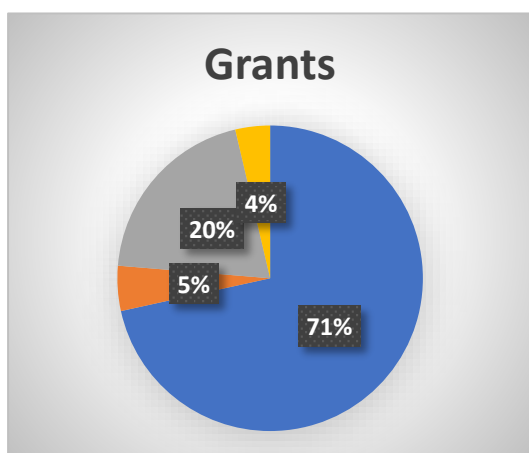
Therefore, for Stand for Climate Justice, an internal baseline assessment was conducted by *MEAL department*, the purpose of this assessment was to capture the initial status of the project which would help in measuring the project results.

6.4 Statutory obligation

For a smooth running of the organization, LICO under department of *Finance & administration* met legal statutory obligations which includes but not limited to;

- Annual payment of URA and URSB
- National Social Security Fund (NSSF) and Pay as you Earn (PAYE) paid on monthly basis for all the 12 staff. All staff were paid salaries with deductions of NSSF and PAYE.
- Local service tax paid to Paidha Town council being its area of operation.
- Audits for project; Girls Get Equal (GGE) and Alochi Ku Somu (AKS) were conducted

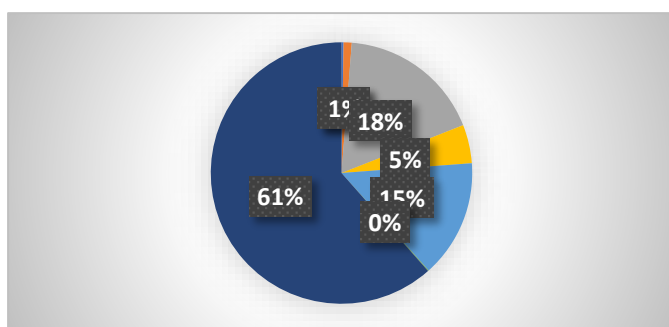
Chapter 9 A financial report



Chapter 10 ← In 2024 LICO had statement of financial performance as follows;

Partners (Grants)	Ugshs	%age
Cooperaid	375,506,144	71
Plan International Uganda	25,000,000	5
Civ Fund	105,000,000	20
Books for Development	19,278,491	4
Total GRANTS	524,784,635	100

COOPERAID was the biggest donor who funded Alochi Ku Somu 1 (AKS) with grants worth 71%, followed by CIV Fund who funded 2 projects with grants worth 20%.



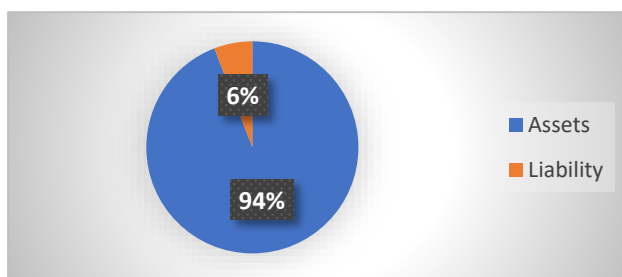
← LICO's other sources of income as stated in the Pie-chart and table below. The greatest source of other income of LICO is from Donations of all forms.

Sources of income	Ug shs	%age
File Opening	75,000	0
Liquid Soap	294,000	1
Public Address System	5,200,000	18
Compressor	1,395,000	5
Motor vehicle	4,267,100	15
Sales of Other Shop items	25,000	0
Donation (all forms)	18,000,000	61
Bank Interests Earned	469,070	1
Total OTHER INCOME	29,725,170	100

Therefore, grants and other incomes yielded Uganda shillings **554,509,804.5** which LICO operated on in 2024.

Expenses of the organization are as detailed in the bellow table;

Social Enterprise	5,655,500	1%
Employment costs	156,198,350	34%
Supplies & Services	3,591,800	1%
Administration Costs	11,124,496	2%
Transport & travels	34,381,100	7%
Property Costs	5,087,400	1%
Governance	6,304,015	1%
Specific Project Costs	215,622,960	47%
Depreciation	24,483,622	5%
Others	575,671	0%
Total Expense	463,024,914	100%



Statement of financial position;

Variables	Ugshs	%age
Assets	461,945,952.09	
Liability	28,603,860	
Equity	433,341,732.09	

The net worth of LICO is Uganda shillings 433,341,732.09. This financial position indicates that LICO has a strong asset base, low debt and financial stability.

Note: A detailed financial report is separately prepared to aid in-depth understanding of the income and expenditure status of the organization.

Chapter 11 Challenges the organization encountered during the year.

- Funds to implement the organization's activities are still inadequate.
- Slow response from some donors, in terms of money disbursement causing delay in implementation of some project activities.
- Irregular power supply due to solar depreciation and not being connected to electricity Unpredictable weather changes affected out operations since some of the weather conditions were beyond our ability to manage.
- Field staff faces challenges of transportation especially in wet season. LICO has an old vehicle which keeps breaking down and few motor cycles which cannot support transportation of staff to more than 2 out-door activities in a day.
- Some staff have challenges in timely implementation of their obligations.
- Inflation also affected our procurement of goods and services.

- The firm contracted to undertake audit of our income and expenditures for the year took unnecessarily longer time to share the audit reports. This resulted into delay in organizing board meeting in the beginning of the preceding year 2025.

CONCLUSION

It should be noted that due to a number of challenges which came about where government, international organizations came up with new policies, laws and regulations made operation more difficult for civil societies at large. Therefore, LICO was equally affected and it impacted negatively on the organizations normal operations.

Management is committed to do all that it takes within its means with support of all stakeholders to ensure that there is improvement in service delivery during the coming years.

In spite of the challenges faced, we largely made higher percentage of achievements due to the support, cooperation, collaboration accorded us and hard work of our staff. Notable are; government departments and agencies, cultural institutions (Alur kingdom, Kebu, Lendu, Lugbara and Madi), religious institutions and the entire communities where we worked.

Finally, it was possible for the team to implement all the activities planned in line with the organizations' thematic areas because of the love, protection and blessings of God. May He continue to shower His abundant grace upon us all for better and improved services of his people in the near, medium and long-term.

Chapter 12