



## ANNUAL REPORT

2024

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## Executive Summary

This report outlines the achievements, lessons learned, and challenges faced by Ubuntu Law and Justice Centre (UBUNTU) from January to December 2024, in alignment with our four strategic objectives and six key projects. These projects include

- I. Beyond Inclusion to Meaningful Legal Recognition,
- II. The Advocacy & Opposition Mitigation project,
- III. Transform SRHR Project,
- IV. Strengthening Governance and Civil Society Programme,
- V. Rest and Rise Retreat,
- VI. Freedom to Thrive project

This details milestones achieved in accordance with UBUNTU's programmatic goals and the specific targets outlined in our work plan. Notably, we maintained a team of five lawyers within the Ubuntu Rapid Response Team, successfully handling 86 cases—33 legal matters and 53 human rights violations—supporting 210 clients and surpassing our annual target of 95 clients by 121%. Cases related to homosexuality constituted 24% of our total caseload. Our advocacy efforts were bolstered by participation in 17 meetings, including nine at the national level, seven regionally, and one internationally, significantly enhancing our visibility.

Our commitment to monitoring opposition led to the training of 47 civil society organizations (CSOs) and 105 advocates on Sexual and Reproductive Health Rights (SRHR), thereby strengthening community resilience. The documentation of human rights violations against LGBTQ individuals following the Anti-Homosexuality Act of 2023 informed our second edition of the Strategic Response Team's violations report, while our SRHR campaign messages and the Ubuntu Tales docuseries effectively countered false narratives from the anti-rights movement.

We also conducted two significant legal research projects: an analysis of the Anti-Homosexuality Act and a Legal and Policy Audit focusing on laws affecting marginalized women in Uganda, with findings set for release in early 2025. Our outreach included community engagements, such as a Baraza with local leaders, and we provided essential medical and mental health support to beneficiaries. Throughout the year, we prioritized enhancing our institutional and financial capacity and operational

efficiency, reinforcing our commitment to advancing human rights and legal support in a challenging environment.

This report serves to update stakeholders on our performance, challenges, and next steps, highlighting the strategic wins, financial status, and operational updates over the reporting period. The milestones achieved this year lay a robust foundation for future initiatives and underscore the importance of ongoing collaboration and advocacy.

## 1. Introduction

Ubuntu Law and Justice Centre (UBUNTU) is a queer African and feminist non-governmental organisation registered in Uganda that seeks to embrace legal innovation and provide healing to our diverse communities, utilizing full-circle justice solutions. UBUNTU was founded in 2019 by a mélange of human rights lawyers and activists to promote justice and equality for marginalised women, and sexual and gender diverse persons. Our work encapsulates the African understanding of the human being as a whole and relational being, thereby locating our oppression within the broader context of the societies in which we live. Our philosophy is Ubuntu, the very essence of humanity that reflects our interconnectedness and calls on people to treat one another with respect regardless of their differences encompassing diversity, solidarity, compassion, respect, and dignity for all.

Our strategy, therefore, is to offer holistic, cohesive, and synergistic approaches that not only provide innovative legal remedies but also respond to root causes and underlying challenges to the situations faced by our communities. By providing a combination of legal services, bolstered by sustainable socio-economic justice remedies and safe and healing spaces, UBUNTU offers all-inclusive responses for healing justice and transformative solutions for our communities

The Strategic Plan 2021-2025 of UBUNTU encompasses four key intervention areas: Rapid Legal Responses, Community Mobilization and Engagement, Socio-economic and Gender Justice Remedies, and Institutional Financial Capacity Strengthening and Operational Efficiency. These programs are designed to provide support to marginalized groups, with a particular emphasis on sexual and gender-diverse persons, sex workers, and women living with HIV.

### 1.1 Vision

A world where marginalised and underprivileged persons are safe, well-protected, and live with dignity.

## 1.2 Mission

To provide healing justice and transformative solutions for marginalised women and sexual and gender-diverse persons by creating safe and healing spaces, providing legal services, and sustainable socio-economic justice remedies, reinforced by knowledge generation, policy advocacy, and strategic partnerships.

## 1.3 Our strategic objectives

- I. To provide quality and timely legal responses for marginalised women and sexual and gender diverse people including provision of legal services and addressing discriminatory and harmful laws, policies, and practices.
- II. To mobilise and engage marginalised women and sexual and gender-diverse people towards the promotion and protection of their dignity and rights.
- III. To provide socio-economic justice remedies for marginalised women and sexual and gender-diverse persons in order to ensure holistic and healing responses to the impact of legal and social oppression.
- IV. To strengthen the institutional and financial capacity and operational efficiency for effective organising.

## 2. Overview of UBUNTU's Operating Context for 2024

In 2024, UBUNTU operates within a multifaceted environment shaped by global, regional, and national factors that significantly influence its mission and activities. The context for UBUNTU this year is defined by a blend of global advocacy trends, regional solidarity initiatives, and national challenges, all of which will inform its strategies and interventions aimed at promoting and protecting the rights of marginalized communities in Uganda.

Globally, there is a growing focus on human rights, particularly for marginalized groups, including LGBTQ individuals. International advocacy organizations and human rights treaties are applying pressure on nations to uphold these rights. However, this landscape is also characterized by increasing anti-LGBTQ sentiments in various regions, which can provoke backlash against progressive movements. The ongoing global discourse on gender equality and sexual orientation rights presents both opportunities for advocacy and challenges, as local contexts may resist these changes.

Regionally, East Africa faces a distinct set of challenges and opportunities. Many countries in the region are dealing with similar human rights and LGBTQ issues, often shaped by cultural attitudes and political climates. Collaborative efforts with regional organizations continue to promote solidarity and shared advocacy strategies. However, regional instability and the influence of conservative political movements pose significant hurdles, requiring a strategic approach to mobilizing support and resources.

At the national level, Uganda faces significant challenges due to strict laws and societal attitudes that criminalize homosexuality. The political climate often lacks support for LGBTQ rights, with government officials routinely employing anti-LGBTQ rhetoric to garner public support, underscoring the critical need for advocacy and legal assistance. In response to these challenges, UBUNTU is committed to fostering resilience within the LGBTQ community by concentrating on opposition monitoring, mitigation, and response through advocacy, legal support, and education. During the reporting period, the organization enhanced its impact and effectively navigated the complexities of the local context by leveraging international partnerships and regional collaborations. Its adaptability to the changing political landscape, capacity to build partnerships, and ability to mobilize resources have been very central for advancing its objectives and achieving the milestones in 2024.

### 3. Highlights of our Key Milestones in 2024

In 2024, we implemented six projects aligned with our strategic objectives and targets outlined in the annual work plan. These include the Beyond Inclusion to Meaningful Legal Recognition project, which aims to secure legal recognition for women in sex work, LBT women, and queer and non-binary individuals through incremental steps toward decriminalization, particularly addressing issues related to the criminalization of sex work, HIV/AIDS transmission, access to safe abortion services, and the rights of gender and sexually diverse individuals in the Kampala and Mbarara districts. The Advocacy & Opposition Mitigation Project focuses on establishing a robust evidence base by documenting human rights violations related to sexual orientation and gender identity, particularly their impact on sexual and reproductive health and rights (SRHR) in East Africa. The Transform SRHR Project aims to shape public discourse around SRHR for all individuals in Uganda, generating real-time intelligence to inform actionable strategies for SRHR movements and human rights defenders, enhancing capacity for immediate responses to attacks, and countering negative narratives. The Strengthening

Governance and Civil Society Programme provides legal representation and support at the court and police levels. The Rest and Rise Retreat offers a supportive space for activists to recharge and strategize, while the Freedom to Thrive Project focuses on improving the protection of human rights for LGBTIQ+ individuals in Uganda, enhancing their safety, security, and well-being, and contributing to broader societal acceptance through rapid justice and documentation of human rights violations against community members. The milestones in this annual report are organized according to Ubuntu's programmatic objectives outlined in the strategic plan and project targets.

**Objective 2.1: To provide quality and timely legal responses for marginalised women and sexual and gender-diverse persons.**

The main goal of this strategic intervention is to offer high-quality and timely legal support to marginalized women and sexual and gender-diverse individuals in Uganda. This includes providing pro bono legal services, addressing discriminatory laws and policies, conducting legal research, and engaging in strategic litigation in collaboration with other stakeholders and legal aid service providers to improve access to justice for key populations in Uganda. This annual program report for 2024 outlines three strong strategic interventions employed to achieve this objective, along with the milestones reached during the year.

**2.1.1 Provision of legal services including pro bono legal, paralegal, and other pre and post-trial support to marginalized women and sexual and gender-diverse individuals.**

**Sustained lawyers in private practice**

In 2024, the Ubuntu Law and Justice Centre aimed to operate a weekly open-door legal aid clinic that would be both accessible and secure for our target communities. However, due to the prevailing legal environment, this initiative could not be implemented as planned. Despite these challenges, we successfully adapted our approach to continue delivering essential rapid legal responses through collaboration with private practice lawyers. We engaged six private lawyers who provided legal representation in various cases across Kampala, Wakiso, Jinja, Buikwe, Arua, and Mbarara districts. Alongside our in-house emergency and legal response team which responded to a total of 86 cases, comprising 33 legal matters and 53 human rights violations supporting 210 clients, surpassing our annual target of 95 clients by 121%.

**Table 1: Total cases responded to in 2024**

Cases	Status of the case		
	Closed	Pending	Total
Homosexuality	4	4	8
Arson	0	1	1
Assault	4	3	7
Breaking and Entering	1	0	1
Common Nuisance	1	4	5
Eviction	1	0	1
Failure to pay debt/medical bills	1	0	1
Name change	1	1	2
Possession of Marijuana	1	2	3
Unnatural Offence	2	2	4
Human rights	53	0	53
<b>Total</b>	<b>69</b>	<b>17</b>	<b>86</b>

### Rapid legal responses

The 33 legal matters addressed included: 8 cases related to homosexuality, 1 case of arson, 7 cases of assault, 1 case of breaking and entering, 5 cases of common nuisance, 1 eviction case, 1 case concerning unpaid debts or medical bills, 2 cases involving name changes, 3 cases of marijuana possession, and 4 cases of unnatural offenses. Homosexuality accounted for the largest share, making up 24% of the cases (8 in total), closely followed by common nuisance at 15% (5 cases). This data highlights the significant impact of the AHA 2023 initiative in Uganda. Of the total cases, 10 were addressed at the court level, with 5 resolved and closed, while 5 remain pending. At the police level, 23 cases were processed, with 11 concluded and closed, and 12 still pending. Overall, 16 cases have been resolved, while 17 are pending for various reasons, including prolonged police investigations. Two clients were supported with their name change. These include a lesbian who was married and was supported in changing their name and retrieving government documents relating to their name change and a gender non-conforming person who needed gender legal recognition support. A total of 70 clients received support through these pro bono services, which included 1 lesbian, 19 gay individuals, 7 transgender persons, 12 female sex workers, 17 people who use injectable drugs (PUID), and 14 individuals categorized under other classifications.

### Documentation of human rights violations

The 53 documented cases of human rights violations reported covered a wide array of rights, including protection against discrimination, freedom from torture, the right to education, human dignity, personal liberty, the right to a fair hearing, privacy rights, children's rights, property rights, the right to shelter, and the right to work. Among these, personal liberty was the most frequently violated, with

19 cases documented. This was followed by freedom from torture (9 cases), freedom from discrimination (8 cases), and privacy rights (5 cases). Overall, these cases involved 140 individuals, which included 5 lesbians, 35 gay men, 2 bisexual men, 85 queer individuals, 2 trans men, and 11 trans women. The data from this documentation was used in the compilation of the second edition of the Strategic Response Teams's violations report.

**Table 2: Gross human rights violations handled in 2024**

Human right violated	Cases of human rights violations						
	Lesbian	Gay	Bisexual man	Queer	Trans men	Trans women	Total
Freedom from discrimination	1	4	0	1	0	2	<b>8</b>
Freedom from torture	1	7	0	0	0	1	<b>9</b>
Right to education	0	1	0	0	0	0	<b>1</b>
Right to human dignity	0	2	0	0	0	1	<b>3</b>
Right to personal liberty	3	12	0	1	1	2	<b>19</b>
Right to a fair hearing	1	0	0	0	0	0	<b>1</b>
Right to privacy	0	2	2	0	0	1	<b>5</b>
Rights of children	0	0	0	0	1	0	<b>1</b>
Right to property	1	0	0	1	0	1	<b>3</b>
Right to shelter	0	2	0	0	0	0	<b>2</b>
Right to work	0	1	0	0	0	0	<b>1</b>
<b>Total cases</b>	<b>7</b>	<b>31</b>	<b>2</b>	<b>3</b>	<b>2</b>	<b>8</b>	<b>53</b>
<b>Total individuals involved</b>	<b>5</b>	<b>35</b>	<b>2</b>	<b>85</b>	<b>2</b>	<b>11</b>	<b>140</b>

### Mobilising sureties and payment of court fees

To ensure our clients met their bond and bail obligations, we successfully mobilized and facilitated 47 sureties across five court cases and 17 police cases. Additionally, we covered court fees for one case involving six female sex workers, thereby alleviating their financial burden and enabling them to regain their freedom.

### Conflict resolution

Furthermore, we aided in resolving three cases through our Alternative Dispute Resolution (ADR) strategies. These cases included a conflict with a former house help who was blackmailing his employer over perceived unjust dismissal and housing issues, a transgender client facing challenges related to the disclosure of her HIV status by former friends, and allegations against a community leader concerning the leaking of explicit videos. Our interventions effectively de-escalated these situations.

**2.1.2 Conducting legal research on discriminatory and harmful laws, policies and practices and existing gaps in human rights protection.**

Legal research and policy audit

We conducted 1 legal research and policy audit during this reporting period. A consultant was hired to Conduct a Legal and Policy Audit on Discriminatory and Harmful Laws, Policies, and Practices Against Structurally Excluded Women in Uganda. The findings of this Legal and policy audit will be Disseminated in the first quarter of the 2025 financial year.

**2.1.3 Norm setting to propose and advocate for needed laws, policies, and practices that protect marginalised women and sexual and gender-diverse people.**

Established and maintained a legal think-tank

During the reporting period, we established and maintained a legal think-tank of 14 young lawyers. The main goal of this think tank is to leverage its legal expertise and understanding of LGBTQ+ challenges to conduct in-depth research and analysis on legal issues and formulate well-researched policy recommendations and legislative proposals aimed at safeguarding the rights of marginalized women and sexual and gender-diverse individuals.

**2.1.4 Strategic litigation against discriminatory and harmful laws, policies and practices that negatively impact lives of marginalized women and sexual and gender-diverse persons in Uganda.**

Strategic litigation engagements

During this reporting period, Ubuntu engaged in four out of the anticipated ten meetings focused on strategic litigation concerning the Anti-Homosexuality Act 2023, which contributed to the filing of a memorandum of appeal to the Supreme Court against the Constitutional Court's decision.

And also participated in discussions regarding two other significant strategic cases aimed at countering the narrative of child recruitment into homosexuality and challenging the use of anal examinations due to their lack of evidential value in prosecuting cases involving sexual and gender-diverse individuals.

In 2024, Ubuntu aimed to identify a suitable case for strategic litigation from its legal clinic and partnerships, successfully handling a case involving a minor expelled from school over allegations of homosexuality.

#### **2.1.4 Advocacy and engagement at the national, regional, and international levels for specific protections, promotion, and respect of human rights.**

Commemorated internationally recognized advocacy days

In 2024, we commemorated five internationally recognized advocacy days, which included International Women's Day, Sexual Assault Awareness Month, the 16 Days of Activism, World AIDS Day, and International Human Rights Day. These observances served as pivotal moments to raise awareness and promote action on critical social issues.

Additionally, we engaged in 2 advocacy campaigns. The first was launched on International Women's Day, March 8, 2024, focusing on combating femicide in Uganda. This campaign has gained significant momentum, garnering support from various women's rights organizations advocating for urgent action to end femicide and violence against women. The second campaign involved signing an online petition to support the inclusion of transgender, diverse, and intersex individuals in sports, highlighting our commitment to fostering inclusivity and equality. Through these efforts, we continue to amplify voices and champion the rights of marginalized communities.

Advocacy and engagement at the national, regional, and international levels

During this reporting period, we participated in 22 advocacy engagements. 14 meetings at the national level, engaged in 7 engagements at the regional level, and participated in 1 meeting at the international level

<b>International Level Engagements</b>	
1	ILGA World Conference in Cape Town
<b>National Level Engagements</b>	
2	A high-level human rights violations data Engagement dialogue and legal updates organised by UKPC

3	Inception Meeting for the Capacity Improvement and Advocacy Strengthening (CIAS) Project by TYI
4	PP Global Uganda Partners Reflection and Planning meeting
5	Webinar on "Data Privacy Risks: A Must-Have in Your Organization organized by PDPO
6	Attended a webinar meeting for case and data Management from the NGO forum under the theme Revolutionize Your Legal Practice with Case Management Software
7	Attended the 248th Anniversary of The Independence of the United States of America.
8	A webinar on Effective Incident Response where we will explore the essential steps of incident handling, from detection to recovery, offering practical insights and best practices to protect your organization against cyber threats organized by PDPO.
9	Focus Group Discussion on "The Impact of Social Media Algorithms on LGBTQ Community Building and Organizing in Uganda" as part of the Africa Mradi AI and Social Justice in East and Southern Africa series organized by Her Internet.
10	Participated in Women's Organization for Human Rights Advocacy (WONETHA) Position Paper writing process on the relationship between the current legal environment and its impact on sex workers
11	Attended the Network of Key Population Service Organization Limited (UNESO) dissemination meeting that shared and discussed findings from two significant reports: the "Legal Compliance Assessment for the Network of Key Population Service Organization Ltd (UNESO) and its Members" and the "National Case Study on How Sex Work Laws are Implemented on Ground and their Impact on Sex Workers
12	Attended training for CSOs on Mpox by the World Health Organization (WHO)

13	Ubuntu participated in the TSRHR reflection meetings.
14	Attended The United States President's Emergency Plan for AIDS Relief (PEPFAR) stakeholders meeting
15	Attended a 3 day wellness and security retreat for CSOs curated by Hope Africa and Akina Mama Wa Afrika (AMWA). This retreat purpose was to remind CSOs the importance of mental health wellness when it comes to security especially in the current Ugandan context of AHA
<b>Regional Level Engagements</b>	
16	Africa Solidarity Calls Every 2 weeks
17	Attended the 2nd East Africa Community CSO SRHR Conveners' Summit organized by PPG in Diani.
18	Uganda and Kenya SDG Shadow Report Validation Virtual Meeting organized by AMWA.
19	Regional Workshop on Creating an Enabling Environment for Most At-risk Communities and Human Rights Defenders in Johannesburg organized by UNAIDS and UKPC.
20	Regional strategies workshop on the right to education for LGBTIQ+ learners organized by National Gay and Lesbian Human Rights Commission in Kenya
21	Webinar on Shifting Perspectives: Public Attitudes and Beliefs Toward LGBTQ+ Communities organized by the African Population and Health Research Center (APHRC).
22	Attended The 7th Adolescent and Youth Sexual and Reproductive Health and Rights (AYSRHR) Scientific Conference a 4 day conference from 18th to 21st June 2024,

held at the Sarova Whitesanda, Mombasa, Kenya.

## Partnerships and collaborations

During this reporting period, we engaged in several partnerships and collaborations that included;

- i. Give a Hand to conduct a community baraza in Bussi.
- ii. Women's Organization for Human Rights Advocacy (WONETHA) to conduct an awareness outreach on laws that affect LBQTI women in Mankide
- iii. UNESO in Kabale, Kasese and Hoima.
- iv. SRT to document and produce the 2nd SRT violations report
- v. RRT
- vi. Admitted in the ILGA World membership

## Training and mentorship

We provided training and mentorship to 47 civil society organizations (CSOs) and 105 champions on Sexual and Reproductive Health and Rights (SRHR) opposition monitoring and mitigation.

This included 32 CSOs in the Eastern region and 15 in the Western region, as well as 37 champions in Eastern Uganda, 53 in Western Uganda, and 15 legal interns. Additionally, we specifically mentored 30 champions, equipping them with essential skills and knowledge to effectively integrate SRHR into human rights advocacy.

During this period 14 interns were also trained and mentored on sexual and reproductive health and rights (SRHR) as well as the documentation of violations. And conducted a Value Clarification Training on Feminism, Sexual Orientation, Gender Identity and Expression (SOGIE), and Human Rights and 30 trainees attended (5 staff, 10 public interest lawyers, 10 interns and 5 partners).

## Developed key messages for SRHR campaign

We have developed and are planning to disseminate 200 key messages promoting positive narratives through a transformative communication campaign. This initiative aims to reach various SRHR movements, advocates, and media channels. The targeted messages will enhance the visibility of Ubuntu and amplify the voices advocating for the protection and respect of human rights for

marginalized women and sexual and gender-diverse individuals at national, regional, and international levels.

## **2.2 To mobilise and engage marginalised women and sexual and gender-diverse persons toward the promotion and protection of their dignity and rights**

The main goal of this strategy is to empower and involve marginalized women and sexual and gender-diverse individuals in advocating for their rights and dignity. It aims to build the capacity of these communities and key stakeholders to participate in human rights advocacy and governance at the grassroots level. The program focuses on increasing awareness of laws, human rights, health, justice, dignity, and Ubuntu within the target communities and the areas they reside in. To achieve its objectives, the program utilizes strategic interventions such as awareness sessions, legal education, producing simplified versions of laws and policies, and community outreach, especially in rural and remote areas. The program achieved the following successes in 2024;

### **2.2.1 Awareness creation and legal education among women and sexual and gender diverse persons on laws, human rights and dignity**

Awareness raising, legal education and community engagement

We actively participated in the Sexual Assault Awareness Month campaign and the 16 Days of Activism Against Gender-Based Violence campaign. During the 16 Days of Activism, we hosted a discussion space focused on "Decolonizing Language to Maximize Solidarity for Survival." These initiatives significantly raised awareness and legal knowledge regarding laws, human rights, and dignity among women and sexual and gender diverse individuals, achieving an impressive reach of 80%.

### **2.2.2 Community outreach to diverse communities in rural and remote areas;**

Community outreaches

We organized a 4 community enegagemnet activities that included a community baraza on Bussi Island and three outreach events each targetinmg 45 participants—one in Kampala and two in Mbarara. These were aimed at engaging women in sex work and non-binary individuals on various legislations, bills, and policies affecting their dignity, well-being, and autonomy, and facilitating dialogue between participants and policymakers as well as law enforcement and local leaders.

## **2.2.3 Research, documentation, production, and telling of stories of marginalised women and sexual and gender-diverse people.**

### **Evidence generation and storytelling for narrative change**

Under research, documentation, and storytelling for marginalized women and sexual and gender-diverse individuals, we developed and launched Ubuntu Tales, which captures narratives of resilience, and disseminated the Ubuntu Brave Tales series on YouTube. Additionally, we contributed to the compilation of human rights violations and assisted in drafting the second SRT Violations Report titled Etteka Lyayita, for which we also designed the cover infographics. A quick scan for conflict resolution was conducted, along with an assessment of the impacts of the ex-gay movement on the LGBTQ community in Uganda.

This has facilitated the generation of evidence regarding human rights violations against marginalized women and sexual and gender-diverse individuals, contributing to effective advocacy for the protection and promotion of the rights of key populations in Uganda. Additionally, it contributes to the shaping of narratives and public discourse surrounding sexual and gender minorities.

## **2.3 To provide socio-economic and gender justice remedies for marginalised women and sexual and gender diverse persons in order to ensure holistic and healing responses to the impact of legal and social oppression.**

The primary goal of this strategy is to address social, economic, and gender inequalities affecting marginalized women and sexual and gender diverse individuals. The objective is to provide comprehensive and supportive measures to counteract the impact of legal and social discrimination, aiming to enhance access to social and economic services for our target communities. Through this initiative, Ubuntu seeks to raise awareness, empower individuals, and advocate for the well-being and rights of marginalized women and sexual and gender-diverse persons, including access to safety and wellness support, family and property rights, and sexual and reproductive health rights.

### **2.3.1 Promoting holistic healing approaches such as restorative justice, and trauma-informed care**

#### **Curating safespaces for healing**

We directly facilitated the participation of 5 activists from Uganda and Tanzania in the 8-day wellness program at the Rest and Rise Retreat held in Arusha, Tanzania.

### **2.3.2 Facilitating medical and mental healing responses to cases of violence and violations**

#### **Refferrals**

We successfully made referrals for emergency shelter, medical and wellness services and other emergency support services connecting 4 targeted individuals and one organization to appropriate service points. Specifically, we referred 2 clients to Taala Foundation for psychosocial support, 2 individuals to REACT for relocation assistance, and 1 individual to Alive and Access medical facilities for medical support. Additionally, we referred 1 organization, Give A Hand Foundation, for emergency support to Dignity For All. It should be noted that one client was referred for 3 times and accessed multiple services, including medical, psychosocial, and relocation support.

### **2.4 To strengthen the institutional and financial capacity and operational efficiency for effective organising**

This strategic intervention aims to enhance the organization's institutional, financial capacity, and operational efficiency. It involves strengthening accounting, human resources, and other institutional policies and procedures, as well as building effective governance bodies and leadership at all levels. The goal is to promote sustainability, accountability, transparency, and continuous improvement in programming and implementation of strategic objectives.

#### **2.4.1 Establishing effective accounting, human resources, and other institutional systems, policies, procedures, and structures (including ToRs, salaries, performance indicators, and staff retention interventions);**

- Developed performance indicators
- Conducted staff annual performance appraisals.
- Developed a Comprehensive Ubuntu Communication Strategy and Security Plan.
- Submitted the annual Compliance Report to the Personal Data Protection

#### **2.4.2 Ensuring strong and effective governance bodies, with diversity of expertise in administration;**

- Convened three (3) Board Meetings in 2024.

**2.4.3 Building and strengthening leadership at all levels of the organisation including developing management and staff capacity;**

- Conducted a value clarification training for staff, interns, and private lawyers who work with UBUNTU
- Attended the MODES training by PPG
- The Integrated Key Population Information System (IKIS) training by UKPC
- Attained a certificate in an Advocacy for Reproductive Justice in Africa and Advocacy for Digital Health short courses by Afya na Ahaki
- Attended Akina Mama wa Afrika Women's Leadership Institute- Reframing Media Narratives around SRHR

This intervention has enabled the organisation to have strong leadership at all levels and improved management and staff capacity in execution of organisational work.

**2.4.4 Promoting the sustainability of the organisation, including through a fundraising strategy and risk analysis, that reflects the vision and mission of the organisation;**

- Worked on 6 grant proposals; HIVOS, GiZ, PPG, UHAI, MIS and TASO,
- Maintained relations with 5 donor agencies and developed 1 new one. These are; PPG, UHAI, SRHR Alliance, AWDF, GIZ and HIVOS

The outcome of this intervention has led to improved financial strength of the organisation, and increased visibility among donors and partners

**2.4.5 Regularly reflecting on the work of the organisation to improve programming and progress on implementation of interventions aimed at achieving our strategic objectives.**

- Developed organisational annual work plan and budget
- Conducted quarterly Project Review Meetings for all running projects.
- Held eight staff meetings

This intervention has led to improved monitoring of the progress on implementation of interventions aimed at achieving our strategic objectives.

## Other key Achievements

This section shows additional key achievement of 2024;

- i** Improved Ubuntu's funding portfolio to over ..... shillings
- ii** Continued resilience and commitment to the cause despite the difficulties experienced during this reporting period
- iii** Increased access to legal assistance services for marginalized women and sexual and gender-diverse persons in Uganda
- iv** Contributed to the development of a verification procedure for emergency and relocation support.

## Program midterm outcomes

- ✓ Sustained and increased access to legal services including *pro bono* legal, paralegal and other pre and post-trial support by women, sexual and gender minorities in conflict with the law
- ✓ Improved public knowledge on discriminatory and harmful laws, policies and practices and existing gaps in human rights protection.
- ✓ Increased awareness on legal education amongst women and sexual and gender diverse persons on laws, human rights, health justice, dignity and digital rights
- ✓ Strengthened institutional and financial capacity, and operational efficiency for effective organising

## 4. Lessons Learned

During this reporting period 2024 Ubuntu learned the following;

- ❖ Broadening the peer model approach for community engagement is critical and efficient because it eases mobilization of community members where by it is not easy to access them if you do not use peers. This is because the community members of the different sub movements are not easy to be identified and many live in hiding due to fear to be arrested by the police and security agencies.
- ❖ Radical self-care is necessary for the resilience of frontline advocacy and community care workers. This is because the work we do is tiresome more because of working in a country with unfriendly legal environment.

- ❖ Value clarification, capacity building and Leadership trainings are imperative for personal development that at larger impacts one's effectiveness and efficiency at delivering daily tasks.
- ❖ Having reliable and supportive partnerships is a great way of advocating as it amplifies our voices and work thereby enabling us to achieve the organization's strategic objectives.
- ❖ Having and maintaining good partnerships with likeminded organizations leads to smooth implementation of project activities
- ❖ The target groups have a lot of expectations which cannot be fulfilled with the current funding
- ❖ Creating safe spaces for stakeholder dialogue not only empowers individuals but also enhances access to vital resources and services.
- ❖ Continuous mentorship of staff in monitoring and evaluation, helps to improve staff capacity in M&E which helps staff to understand program indicators

## 5. Challenges Faced and Recommendations

Challenges (area of improvement)	Recommendations
Some activities were not implemented due to lack of funds	Improve on resource mobilization for full program implementation
The organization does not have a comprehensive Management Information System which put organization and client information at high risk	Funds to put in place a comprehensive Management Information System should be secured
Prolonged trials and numerous adjournments of court cases were experienced, resulting in delays and adversely affecting the client's right to a speedy hearing.	We have engaged private lawyers who effectively address cases at the police level, thereby preventing many issues from escalating to court.
The target groups have a lot of expectations which cannot be fulfilled with the current funding	The challenge of the target groups having high expectations has been addressed by referring clients to partners that provide some of the needed services
Working in a criminalised environment makes some partners and individuals fear supporting the project and participating in project activities	The unfriendly environment is being worked on by partnering with stakeholders to appeal to the courts of law to repeal the AHA of

	2023.
Some groups live in hard-to-reach areas making the delivery of services difficult	Conduct more regular outreach initiatives to engage with these communities, building trust and ensuring they are aware of available services.
Working in the current context is a high-pressure and demanding task, presenting both physical and psychological challenges. If these challenges are not addressed, they could lead to chronic physical and mental health issues.	Incorporate mental and physical health support for staff

## 6. Comparative Analysis

### 1. Rapid legal responses

In 2023, the organization handled a significantly higher number of total cases (272) compared to 2024, where only 86 cases were managed, indicating a substantial decrease in case volume year-over-year. Specifically, the number of legal cases dropped from 86 in 2023 to 33 in 2024, highlighting a decline in legal case engagement. Additionally, cases related to human rights violations saw a decrease from 186 in 2023 to 53 in 2024, which may suggest either a reduction in reported violations or a shift in focus or capacity. Despite both years setting the same annual target of 95 clients supported, the achievement in 2024 remarkably surpassed this target, with the organization successfully supporting 210 clients. This indicates effective outreach or support strategies, even in the face of a lower number of cases handled.

### 2. Engagement and advocacy

The total number of meetings attended increased from 18 in 2023 to 22 in 2024, indicating a growing engagement in various levels of dialogue and advocacy. Notably, national meetings saw a significant rise, jumping from 5 in 2023 to 14 in 2024, which reflects a stronger focus on local issues and advocacy efforts within Uganda, suggesting that the organization is prioritizing national-level engagement to tackle pressing challenges. In contrast, the number of regional meetings remained stable at 7 for both years, demonstrating the organization's ongoing commitment to regional collaboration and solidarity.

despite shifts in other areas. However, attendance at international meetings sharply declined from 6 in 2023 to just 1 in 2024, suggesting a deliberate focus on prioritizing national and regional engagements over international forums, due to difficulties in accessing global platforms.

### 3. Strategic Litigation

Both 2023 and 2024 saw UBUNTU actively engaged in strategic litigation aimed at combating discriminatory laws and policies affecting marginalized women and sexual and gender-diverse persons in Uganda. However, the focus and scope of these efforts evolved over the two years, reflecting both the challenges faced and the strategic responses developed. In 2023, UBUNTU primarily focused on the Anti-Homosexuality Act (AHA), dedicating significant efforts to legal challenges and documenting violations, while emphasizing foundational work in legal drafting and consensus-building to oppose the legislation. In contrast, by 2024, the organization broadened its scope to include additional strategic cases, reflecting a more comprehensive approach to legal advocacy. This year also marked a shift towards active participation in appeals and addressing related issues, showcasing increased legal sophistication and strategic planning. While 2023 concentrated on immediate legal challenges to safeguard rights under the AHA, 2024 aims to tackle wider narratives and practices that harm the LGBTQ community, indicating a long-term vision for advocacy and support. Throughout both years, UBUNTU's commitment to collaboration is evident; however, 2024 demonstrates a more integrated approach to identifying cases through partnerships, thereby enhancing the organization's capacity for impactful litigation.

### 4. Research and policy audit

In 2023 and 2024, UBUNTU undertook significant legal research and advocacy initiatives aimed at addressing discriminatory laws and enhancing conflict resolution for sexual and gender-diverse individuals, while also monitoring human rights violations. The 2023 efforts included a baseline assessment of alternative dispute resolution (ADR) methods for the LGBTQ community and a comprehensive legal analysis of the Anti-Homosexuality Act (AHA), which highlighted its human rights implications and facilitated dialogue with stakeholders. Additionally, UBUNTU developed shelter guidelines for key populations in response to increased state surveillance and raids. In contrast,

the 2024 initiatives expanded to include a legal and policy audit focused on harmful laws affecting structurally excluded women, indicating a broader commitment to tackling multiple layers of discrimination reinforcing its dedication to evidence-based policy change and support for marginalized communities in Uganda.

### 5. Partnerships and collaboration

In comparing the initiatives undertaken by UBUNTU in 2023 and 2024, a notable evolution in strategy emerges, particularly in partnerships and advocacy efforts for marginalized communities, especially concerning LGBTQI rights and women's issues. While 2023 primarily focused on internal initiatives like legal research and community engagement, it lacked significant external collaborations. In contrast, 2024 marked a substantial increase in partnerships, exemplified by initiatives such as the community baraza in Bussi with "Give a Hand," and awareness-raising efforts for LBQTI women in Mankide with WONETHA. Furthermore, UBUNTU's engagement with organizations like UNESO across various regions and the collaboration with SRT to document human rights violations underscore a commitment to accountability and meaningful partnerships. The admission to ILGA World also signifies recognition and potential access to an international network.

### 6. Training, mentorship and developing messages

In 2023, UBUNTU did not engage in any training or mentorship activities. In contrast, 2024 saw the implementation of a comprehensive training and mentorship program, benefiting CSOs and champions and interns on SRHR documentation, and a value clarification training for 30 participants on critical human rights issues. UBUNTU also developed key messages to promote positive narratives through a communication campaign aimed at amplifying SRHR. This strategic shift highlights a proactive approach to capacity building, targeted outreach, diverse training topics, and enhanced communication strategies, marking a significant evolution in UBUNTU's commitment to empowering advocates and fostering effective SRHR advocacy.

### 7. Awareness creation and legal education

In comparing the awareness creation and legal education initiatives of 2023 and 2024, a clear evolution in strategy emerges. The 2023 initiatives concentrated on specific legislative issues, particularly the Anti-Homosexuality Bill and its implications for marginalized communities. This was achieved through structured awareness sessions during safety meetings. In contrast, the 2024 initiatives

expanded their focus to include broader societal campaigns, and featured community discussions. This shift towards community-driven engagement also yielded an awareness, demonstrating effective outreach while connecting marginalized groups to wider social movements. The analysis highlights a transition from targeted legal education to a more holistic approach that integrates legal awareness with broader and intersectional human rights issues, fostering greater solidarity and collaboration among diverse communities and movements.

## 8. Community outreaches

In comparing the community outreach initiatives of 2023 and 2024, both years demonstrate a commitment to advocating for the rights and well-being of marginalized groups, particularly sex workers. In 2023, UBUNTU focused on a critical stakeholder dialogue, uniting community representatives, local authorities, and civil society organizations to address the unique challenges faced by sex workers. This engagement aimed to foster open discussions and explore collaborative solutions for safeguarding their human rights, serving as a foundational step in promoting their dignity and safety. In contrast, the 2024 initiatives expanded the outreach strategy to include four community engagement activities, aimed to engage women in sex work and non-binary individuals in discussions about relevant legislation and policies impacting their dignity and autonomy. By facilitating direct dialogue between participants, policymakers, law enforcement, and local leaders, the 2024 efforts not only built on the previous year's foundation but also emphasized a more interactive approach to advocacy. While both years focused on community engagement, 2024 marked a shift towards more structured and participatory dialogue, reflecting a deeper commitment to addressing the complexities of human rights issues faced by the diverse communities we serve.

## 9. Evidence generation and storytelling for narrative change

The comparative analysis of UBUNTU's initiatives in 2023 and 2024 highlights a strong continuity in evidence generation and storytelling aimed at fostering narrative change. The SRT violations reports documented human rights abuses, providing vital data that informed advocacy efforts and raised awareness about the experiences of marginalized communities. Simultaneously, the "Ubuntu Brave Tales" docuseries showcased personal narratives, amplifying the voices of those affected by discrimination and violence. Together, these initiatives not only contributed to establish a robust evidence base of human rights violations and abuses related to sexual orientation and gender identity, particularly their impact on sexual and reproductive health and rights (SRHR) in East Africa, but also

facilitated a powerful storytelling approach that challenges prevailing narratives and promotes understanding of the struggles faced by the LGBTQ community and other marginalized groups. This integrated strategy underscores UBUNTU's commitment to using both quantitative and qualitative methods to drive social change and advocate for human rights.

## 7. Priorities for 2025

Objective	Priorities
1. To provide quality and timely legal responses for marginalised women and sexual and gender diverse people including provision of legal services and addressing discriminatory and harmful laws, policies and practices;	<ul style="list-style-type: none"> <li>● Sustain a rapid response legal team of in-house counsel, paralegals and private lawyers to provide free legal services to individuals and organisations which include legal drafting and advice support and providing rapid representation and alternative dispute resolution, gender legal recognition support, compliance as well as monitor, verify and document incidents of human rights violations.</li> <li>● Mobilising and facilitating sureties for clients in police and court cases</li> <li>● Payment of court fees and fines</li> <li>● Providing client costs and facilitation</li> <li>● Implementing systems to track cases and ensure timely support for clients.</li> <li>● Conducting weekly case review meetings</li> <li>● Sustain an intergenerational think tank of lawyers focusing on specific intersectional human rights and reproductive justice related issues and areas including include discrimination, stigma, restrictive laws and policies, and entrenched traditions.</li> <li>● Partnering and engaging in advocacy on strategic litigation</li> <li>● Identify a case, clients, etc apt for a strategic litigation endeavour from legal clinic and consultations/partnerships</li> <li>● Conducting consensus building meetings for the identified strategic litigation</li> <li>● Litigate a case on an issue impacting, Women and sexual and gender diverse people</li> <li>● Develop an UBUNTU advocacy implementation and engagement plan</li> <li>● Produce and publish periodic reports of the documented trends and patterns of human rights violations and abuses against sexual and gender-</li> </ul>

	<p>diverse persons and SRHR Organisations and use findings to inform advocacy strategies.</p> <ul style="list-style-type: none"> <li>● Commemorate internationally recognised advocacy days guided by the advocacy plan</li> <li>● Participate and represent the organisation at national, regional, and international meetings, workshops, conferences and forums, campaigns etc</li> <li>● Build and nurturing strategic partnerships with national, regional, and international human rights organizations and key stakeholders to amplify advocacy causes.</li> <li>● Advocacy engagements with government entities to create awareness on the roles, responsibilities, procedures, requirements among others to link our target communities to the government entities and their modus operandi and regulation</li> <li>● Conduct high-level strategic and lobbying dialogue/engagements with influential stakeholders, both opposition and allies to promote positive SRHR narratives and messages.</li> <li>● Train CSOs on SRHR opposition monitoring and mitigation</li> <li>● Mentor CSOs to implement opposition monitoring and mitigation programs</li> <li>● Train Champions on SRHR opposition monitoring and mitigation</li> <li>● Mentor Champions on mainstreaming opposition monitoring and mitigation</li> <li>● Conduct bi annual value clarification training for staff, private lawyers, interns and paralegals</li> <li>● Develop and widely disseminate key messages on positive narratives for wider dissemination by the different SRHR movements, champions, and media channels through a transformative communication campaign.</li> </ul>
<p>2. To mobilise and engage marginalised women and sexual and gender diverse people towards the promotion and protection of their dignity and rights;</p>	<ul style="list-style-type: none"> <li>● Monitor legal trends and conduct quarterly awareness sessions on the current trends in the laws and how they affect our communities</li> <li>● Setting up legal clinics where individuals can receive legal advice, support, and information on how to access justice when their rights are violated</li> </ul>

	<ul style="list-style-type: none"> <li>• Community outreach to diverse communities in rural and remote areas;</li> <li>• Community Café/Barazas with local Leaders, police and community members</li> <li>• Create simplified versions of legal documents, policies, and judgments using plain language and visual aids to make them more accessible to marginalized groups.</li> <li>• Launch information campaigns using various media channels to disseminate simplified legal information and raise awareness about key laws and policies affecting marginalized groups.</li> <li>• Conduct legal research and production of knowledge on discriminatory and harmful laws, policies and practices and existing gaps in human rights protection</li> <li>• Conduct studies and knowledge production on the socio-economic realities such as food security and income generating activities of marginalised women and sexual and gender-diverse persons</li> <li>• Facilitate storytelling sessions where marginalized women and sexual and gender diverse individuals can share their narratives.</li> <li>• Producing creative multimedia content such as articles, blog posts, or books featuring stories, audio-videos, podcasts, and infographics to amplify the voices and stories of marginalised groups</li> <li>• Disseminate the produced reports, presentations, or documentaries to the target audience on discriminatory laws, policies and practices and existing gaps, and the socio economic realities of marginalised women, and sexual and gender diverse persons</li> </ul>
<p>3. To provide socio-economic justice remedies for marginalised women and sexual and gender diverse persons in order to ensure holistic and healing responses to the impact of legal and social oppression;</p>	<ul style="list-style-type: none"> <li>• Establish support groups and safe spaces for women and gender-diverse persons to share experiences, seek guidance, build solidarity, and get help .</li> <li>• Establish an SOS number to provide free legal advice, assistance and information to marginalized individuals seeking help. (Toll freeline - - have a Call log, SMS LOG</li> <li>• Facilitate emergency and healing responses to victims and survivors of violence, torture, and abuse</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaboration and partnerships with relevant stakeholders to ensure the sustainability and effectiveness of the referral pathway</li> <li>• Convene community dialogues on family and familial rights such as assisted reproductive technologies, adoption, guardianship orders, custody, property, gender affirming care and other holistic issues</li> <li>• Tracking the implementation of the SDGs to reveal how sexual and gender minorities are repeatedly left behind by national development initiatives, identify obstacles and proposing actions for faster progress.</li> <li>• Proactively follow up and engage with SDG related bodies of the government including follow-up and review mechanisms, particularly the Voluntary National Review processes leading to the VNR report in preparation for the High-Level Political Forum.</li> <li>• Submit a report analyzing Uganda's progress in implementing specific or all SDGs concerning marginalized communities for the Voluntary National Review report, or publish it independently if not accepted.</li> <li>• Increasing awareness among grassroots marginalised communities on how they are part of the 2030 agenda and how to leverage the linkages between human rights and the SDGs.</li> <li>• Build coalitions among civil society organizations, government agencies and international bodies to strengthen advocacy efforts.</li> </ul>
4. To strengthen the institutional and financial capacity, and operational efficiency for effective organising.	<ul style="list-style-type: none"> <li>• Build a committed staff through staff recruitment and retention interventions</li> <li>• Strengthening and entrenching policies, procedures, systems and structures, across the organisation</li> <li>• Ensuring statutory compliance</li> <li>• Develop an organisation security and wellness plan</li> <li>• Providing psychosocial support for staff</li> <li>• Convene the Board</li> <li>• Developing a Board manual with tenures and TOR</li> <li>• Develop TORs to clearly delineate the role of the Founders/founding directors</li> <li>• Enable on-the-job trainings</li> </ul>

	<ul style="list-style-type: none"> <li>● Continuing mentorship and training for Management</li> <li>● Support 5 staff for staff development opportunities</li> <li>● Brown bag lunches with experts</li> <li>● Develop a resource mobilisation strategy and workplan that reflects the mission and vision of the organisation</li> <li>● Respond to 10 calls for proposals per year</li> <li>● Operate a secure and well maintained office space in a safe and accessible environment</li> <li>● Develop relationships with at least 10 donor agencies</li> <li>● Fundraising skills training for staff, management and board</li> <li>● Hold donor roundtables at the beginning of the Strat Plan</li> <li>● Diversify funding sources including individual fundraising opportunities</li> <li>● Conduct M and E activities</li> <li>● Conduct operational research to determine the effectiveness of interventions</li> <li>● Collate lessons learnt to improve programming</li> <li>● Mid-term review of the Strategic Plan</li> <li>● Conduct bi-annual and annual internal evaluation sessions</li> </ul>
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## 6. 2025 results framework

UBUNTU LAW AND JUSTICE CENTER PROGRAM RESULTS FRAMEWORK FOR 2024															
Expected results	Key Indicators (for expected results)	Target	Baseline	Outputs per quarter				Cummulative outputs	% of Target	Comments					
				Q1	Q2	Q3	Q4								
<b>Program Area 1: Legal Empowerment &amp; Access to Justice Program - LEAP</b>															
<b>SO 1: To provide quality and timely legal empowerment responses for marginalised women and sexual and gender diverse people, including the provision of legal services and addressing discriminatory and harmful laws, policies and practices</b>															
<b>SI: 1.1 Provision of legal services including probono, legal, paralegal and pre and post-trial support</b>															
1.1.1 Clients received rapid legal services through an accessible and secure weekly open-door walk-in legal aid clinic	Number of clients provided with legal assistance	95	34	20	60	80	50	210	221%						
1.1.2 Community-led organizations and individuals supported to receive Legal recognition services	Number of CSOs and individuals supported to receive Legal recognition services	10	-	0	1	1	0	2	20%						
1.1.3 Clients represented in formal and informal justice structures such as courts, police, tribunals, commissions, village and family meetings	Number of clients represented in formal and informal justice structures such as courts, police, tribunals, commissions, village and family meetings	85	34	15	19	12	40	86	101%						
1.1.4 Clients supported with court fees and fines	Number of clients supported with court fees and fines	8	6	0	0	17	30	47	588%						
1.1.5 Weekly case review meetings conducted to harmonize legal responses, assessments of progress and troubleshooting on cases	Number of weekly case review meetings held for harmonization of legal responses, assessments of progress and troubleshooting on cases	48	-	0	0	0	0	0	0%						

1.1.6 Sureties for clients in police and court cases mobilized and facilitated	Number of sureties mobilized and facilitated	42	-	7	10	10	20	47	112%	
1.1.7 Alternative dispute resolution (ADR) services provided	Number of cases resolved amicably out of the criminal justice system structures	24	-	0	2	5	4	11	46%	
1.1.8 Clients referred for security, shelters and wellness services	Number of clients referred for for security, shelters and wellness services	15	10	0	3	5	8	16	107%	
1.1.9 Advocacy engagements conducted with government entities to create awareness on the roles, responsibilities, procedures, requirements among others to link our target communities to the government entities and their modus operandi and regulation	Number of Advocacy engagement with entities to create awareness and linkages regarding issues that impact our target communities	4	4	1	1	7	9	18	450%	
<b>SI: 1. 2 Conduct legal research and production of knowledge on discriminatory and harmful laws, policies and practices and existing gaps in human rights protection</b>										
1.2.1 Analysis and dissemination of legal precedents, laws, bills, and policies for compliance with international human rights standards and benchmarks conducted	Number of analytical papers/ policy documents/memoranda prepared	2	-	0	0	0	0	0	0%	
<b>SI: 1.3. Norm setting to propose and advocate for needed laws, policies and practices that protect marginalised women and sexual and gender diverse people</b>										

<p><b>1.3.1</b> A legal think-tank made up of young queer lawyers to leverage their legal expertise and understanding of LGBTQ+ challenges conduct in-depth research and analysis on legal issues, and formulate well-researched policy recommendations and legislative proposals aimed at safeguarding the rights of marginalized women and sexual and gender-diverse individuals created</p>	<p>An active think tank in place</p>	<table border="1"> <tr> <td>1</td><td>1</td><td>0</td><td>0</td><td>0</td><td>1</td><td>1</td><td>100%</td></tr> </table>	1	1	0	0	0	1	1	100%
1	1	0	0	0	1	1	100%			
<p><b>SI: 1.4 Strategic litigation against discriminatory and harmful laws, policies, and practices that impact on marginalised women and sexual and gender diverse people;</b></p>										
<p><b>1.4.1</b> Partnering and engaging in advocacy on strategic litigation done</p>	<p>Number of engagements participated in, and number of partnerships</p>	<table border="1"> <tr> <td>10</td> <td>19</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0%</td> </tr> </table>	10	19	0	0	0	0	0	0%
10	19	0	0	0	0	0	0%			
<p><b>1.4.2</b> A case, clients, etc apt for a strategic litigation endeavour from legal clinic and consultations/partnerships identified</p>	<p>Number of potential case identified and analysis of pros and cons of litigating on the issue(s) identified</p>	<table border="1"> <tr> <td>1</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> <td>100%</td> </tr> </table>	1	1	0	0	0	1	1	100%
1	1	0	0	0	1	1	100%			
<p><b>1.4.3</b> Consensus building meetings for the identified strategic litigation held</p>	<p>Number of stakeholders meetings held to support the litigation and orient stakeholders on potential impact on them</p>	<table border="1"> <tr> <td>2</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>1</td> <td>50%</td> </tr> </table>	2	1	0	0	0	1	1	50%
2	1	0	0	0	1	1	50%			
<p><b>1.4.4</b> A case on an issue impacting, Women and sexual and gender diverse people litigated</p>	<p>Number of case challenging harmful laws, policies, practices instituted</p>	<table border="1"> <tr> <td>1</td> <td>1</td> <td>1</td> <td>0</td> <td>0</td> <td>0</td> <td>1</td> <td>100%</td> </tr> </table> <p>AHA 2023</p>	1	1	1	0	0	0	1	100%
1	1	1	0	0	0	1	100%			

1.4.5 An advocacy and public engagement plan around the strategic litigation cases developed	Number of court cases supported by other advocacy initiatives to improve chances of success	10	1	0	0	0	0	0	0%	
<b>SI: 1.5. Advocacy and engagement at the national, regional, and international levels for specific protections, promotion, and the respect of human rights</b>										
1.5.1 UBUNTU advocacy implementation and engagement plan developed	An approved UBUNTU advocacy implementation and engagement plan	1	1	1	0	0	0	1	100%	
1.5.2 Internationally recognized advocacy days guided by the advocacy plan commemorated	Number of days commemorated and statements released	10	2	1	0	0	2	3	30%	
1.5.3 The organization is represented in national, regional, and international meetings, workshops, conferences and forums, e.t.c	Number of activities organized or participated in	10	2	1	0	0	2	3	30%	
1.5.4 Monitored, documented, and analyzed trends and patterns of human rights violations and abuses against sexual and gender-diverse persons and SRHR Organizations.	Number of verified cases documented in the violation's documentation tool	25	5	3	8	7	5	23	92%	
1.5.5 Built and nurtured strategic partnerships with national, regional, and international human rights organizations and key stakeholders.	Number of partnerships established	5	2	2	2	1	1	6	120%	
1.5.6 Trained CSOs on SRHR Opposition Monitoring and Mitigation	Number of CSO trained on SRHR Opposition Monitoring and Mitigation	32	-	0	32	0	15	47	147%	

1.5.7 Mentor CSOs to implement SRHR opposition monitoring and mitigation programs	Number of CSO mentored on SRHR Opposition Monitoring and Mitigation	32	-	0	32	0	0	32	100%	
1.5.8 Train Champions on SRHR	Number of champions trained on SRHR Opposition Monitoring and Mitigation	32	-	0	37	0	57	94	294%	
1.5.9 Mentor Champions on mainstreaming SRHR opposition monitoring and mitigation	Number of champions mentored on Opposition Monitoring and Mitigation	32	-	0	37	0	0	37	116%	
1.5.10 Train interns on SRHR and the documentation of human rights violations	Number of interns trained in documentation of human rights violations	15	-	0	0	14	0	14	93%	
1.5.11 Convened Lawyers for SRHR and VCAT Training	Number of lawyers engaged on SRHR and VCAT	18	-	5	0	0	0	5	28%	
1.5.12 Developed and disseminated IEC advocacy materials	Number of IEC material developed and disseminated	200	-	0	0	0	0	0	0%	
<b>Program Area 2 Community Engagement Program</b>										
<b>SO 2: To mobilise marginalised women and sexual and gender diverse persons towards the promotion and protection of their dignity and rights</b>										
<b>SI: 2.1 Awareness creation and legal education amongst women and sexual and gender diverse persons on laws, human rights, health justice, dignity and ubuntu ;</b>										
2.1.1 Monitored legal trends and conduct quarterly awareness sessions on the current trends in the laws and how they affect our communities	Number of workshops or training sessions conducted	4	-	0	2	2	1	5	125%	

2.1.2 Established support groups and safe spaces for women and gender-diverse persons to share experiences, seek guidance, build solidarity, and get help	Number of support groups or safe spaces established	2	1	1	1	0	1	3	150%	
2.1.3 Participated in advocacy campaigns to raise awareness	Number of campaigns engaged in e.g 16 Days of activism	5	2	0	0	0	2	2	40%	
2.1.4 Engaged in dialogue and collaboration with other organizations and stakeholders to amplify advocacy efforts.	Number of partnerships formed, joint initiatives undertaken, and collaborative projects implemented.	4	-	0	32	0	15	47	1175%	
<b>SI: 2.2 Production of simplified and popularised versions of laws, policies, principles, norms, and judgments that impact marginalised women and sexual and gender-diverse persons;</b>										
2.2.1 Created simplified versions of legal documents, policies, and judgments using plain language and visual aids to make them more accessible to marginalized groups.	Number of publications produced	2	-	1	0	0	0	1	50%	Etteka lyayita
2.2.2 Launched information campaigns using various media channels to disseminate simplified legal information and raise awareness about key laws and policies affecting marginalized groups.	Number of campaigns through metrics such as website visits, social media interactions, event attendance, and hotline inquiries.	2	-	0	0	0	1	1	50%	

2.2.3 Partnered with local community organizations that work with marginalized groups to distribute and explain simplified legal materials effectively.	Number of publications distributed through such partnerships	2	-	1	0	0	0	1	50%	
2.2.4 Community legal outreaches to diverse communities of marginalised women and sexual and gender-diverse persons, particularly in rural and remote areas conducted	Number of community legal outreaches conducted	6	-	0	1	1	1	3	50%	Bussi, Makindye & Mbarara
<b>SI: 2.4 Research, documentation, production, and telling of stories of marginalised women and sexual and gender-diverse people.</b>										
2.4.1 Research plans for research project created	Number of finalized research plans developed within a specific timeframe.	2	-	0	0	0	0	0	0%	
2.4.2 Analyzed trends and patterns to inform the development of targeted interventions and programs.	Conflict resolution quick scan done	1	-	0	0	0	0	0	0%	
2.4.3 Facilitated story telling sessions where marginalized women and sexual and gender diverse individuals can share their narratives.	Number of story telling sessions held	4	-	0	0	0	0	0	0%	
2.4.4 Developed creative content and producing multimedia content such as articles, blog posts, or books featuring stories, videos, podcasts, and	Number of pieces of creative content developed	10	-	0	0	0	0	0	0%	



3.2.1 Established an emergency annual fund to facilitate emergency and healing responses to victims and survivors of violence, torture, and abuse	Number of clients supported through the emergency fund	10	-	0	0	0	0	0	0%	
<b>SI: 3.3 Advocating for integral and complete lives for marginalised women and sexual and gender diverse persons, like access to family and familial rights, property rights, etc;</b>										
3.3.1 Provided support services such as legal aid, legal advice and empowerment programs to help individuals navigate their rights and access resources.	Number of beneficiaries	200	34	20	60	80	50	210	105%	
3.3.2 Convened community dialogues on family and familial rights such as assisted reproductive technologies, adoption, guardianship orders, custody, property, and other holistic issues	Number of dialogues conducted	5	-	0	0	0	0	0	0%	
3.3.3 Research and data collection to better understand the needs and experiences of marginalized groups and inform future interventions conducted	Number of research reports or analyses conducted on legal issues needs and experiences of sexual and gender minorities	1	-	0	0	0	0	0	0%	
<b>SI: 3.4 Utilising the SDGs framework to promote rights for marginalised women and sexual and gender diverse persons;</b>										
3.4.1 Aligned interventions and initiatives within the SDGs framework that address the unique needs and challenges of sexual and gender minorities.	Number of interventions aligned with SDGs 3, 5, 16	3	-	3	0	0	0	3	100%	

3.4.2 Generated progress reports holding the government to account for the systemic exclusion of sexual and gender minorities from development	Number of annual Report & Annual reports ahead of the HLPF to highlight Uganda's gaps in meeting its SDG commitments	1	-	0	0	0	0	0	0%	
<b>SI: 3.5 Conduct research, knowledge production, and advocacy on the socio-economic realities of marginalised women and sexual and gender-diverse persons and use evidence-based findings to inform advocacy strategies.</b>										
3.5.1 Conducted and published a study on the food security reflecting on the four pillars of stability, access, utilization and availability among our communities	Number of published reports exploring access stability, access, utilization and availability of food, and giving recommendation to enhance food security among our target beneficiaries	1	-	0	0	0	0	0	0%	
3.5.2 Documented the socio-economic challenges faced by our communities against SDG targets	Number of documentaries on the socio-economic challenges facing our communities	1	-	0	0	0	0	0	0%	
3.5.3 Provided /supported economic empowerment activities. e.g. urban farming and permaculture projects, digital products, entrepreneurship, etc; in partnership	Number of assessment reports with recommendations on sustainable IGA interventions and established partnerships for sustainable IGAs	1	-	0	0	0	0	0	0%	
<b>Program Area 4:Institutional Capacity Strengthening</b>										
<b>SO 4: To strengthen institutional and financial capacity, and operational efficiency for effective organising</b>										
<b>SI: 4.1. Strengthening effective accounting, human resources, and other institutional policies, procedures, systems and structures</b>										

4.1.1 Built a committed staff through staff recruitment and retention interventions	Number of sound HR policies incl ToRs, salary scales and performance indicators, increased staff recruitmentStaff development and wellness and increased staff retention	5	5	5	0	0	0	5	100%	
4.1.2 Strengthened and entrenched policies, procedures, systems and structures, across the organisation	Refined and clear financial/accounting policies + procedures in line with universally accepted accounting standards Defined codes of conduct and non-discrimination Defined legal aid policy and communications policy	1	1	1	0	0	0	1	100%	
4.1.3 Ensured statutory compliance	Registration with NGO Bureau ,Filing of returns; Annual Tax returns, Annual NGO Returns and Annual Company Returns in compliance with financial and Anti-money laundering obligations	1	-	1	0	0	0	1	100%	
4.1.4 An organisation security and wellness plan developed	An approved organisation security and wellness plan in place	1	1	1	0	0	0	1	100%	
<b>SI: 4.2 Ensuring strong and effective governance bodies, with diversity of expertise;</b>										

<b>4.2.1</b> Convened quarterly Board meetings	Number of quarterly Board meetings held	4	-	1	1	1	0	3	75%	
<b>4.2.2</b> Developed a Board manual with tenures and TOR	Number of approved Board Manuals and governing policies	2	-	1	1	0	0	2	100%	
<b>SI: 4.3 Building and strengthening leadership at all levels of the organisation including developing management and staff capacity;</b>										
<b>4.3.1</b> Conducted mentorship and training for Management and staff	Improved and strengthened leadership and performance	1	1	1	0	0	0	1	100%	
<b>4.3.3</b> Supported 5 staff for staff development opportunities	Number of skilled and knowledgeable staff present	5	5	7	0	0	0	7	140%	
<b>4.3.4</b> Conduct Continuing Legal Education (CLE)	Number of continuing Legal Education (CLE) sessions conducted	5	-	0	0	0	0	0	0%	
<b>4.3.5</b> Brown bag lunches with experts	Number of Brown bag lunches with experts	3	-	0	0	0	0	0	0%	
<b>SI: 4.4 Promoting the sustainability of the organisation;</b>										
<b>4.4.1</b> A resource mobilisation strategy and workplan that reflects the mission and vision of the organisation developed	Number of staff trained in strategic, harmonious and well-resourced programming and implementation (resources mobilization)	5	-	0	0	0	0	0	0%	
<b>4.4.2</b> Responded to 24 calls for proposals per year	Number of proposals prepared and submitted to donors	10	-	2	3	4	2	11	110%	

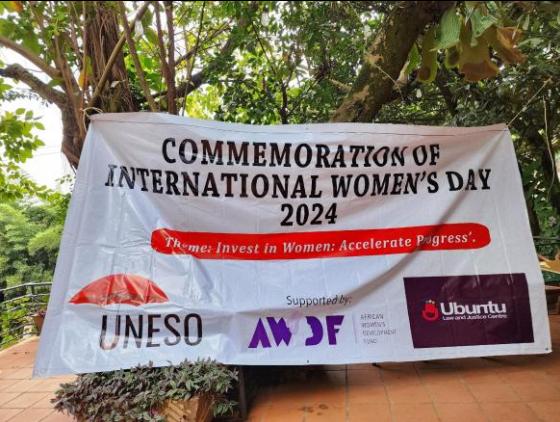
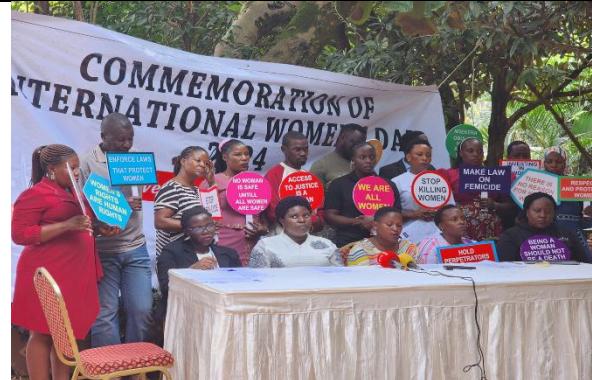
4.4.3 A secure and well maintained office space in a safe and accessable environment	A functional and well maintained, security system installed, utility bills paid and a sustainable working environment	1	1	1	0	0	0	1	100%	
4.4.4 Developed relationships with 10 donor agencies	Number of donor agencies contracted and relations established	10	3	3	1	0	1	5	50%	
4.4.5 A resource mobilization training for staff, management and board conducted	Number of resource mobilization trainings conducted	1	-	0	0	0	0	0	0%	
<b>SI: 4.5 Regularly reflecting on the work of the organisation to improve programming and progress on implementation of our strategic objectives.</b>										
4.5.1 A Robust M&E system developed	Operationalization of the MEAL plan , A customized and secure digital legal filing system with updated client and case details	1	1	0	0	0	1	1	100%	
4.5.2 Conducted operational research and determined the effectiveness of interventions	Number of beneficiaries giving evaluation feedback	1	-	0	0	0	0	0	0%	
4.5.3 Collate lessons learnt to improve programming	Number of feedback sessions to communities conducted	2	-	0	0	0	0	0	0%	
4.5.4 Mid-term review of the Strategic Plan conducted	An approved Mid-term review report of the Strategic Plan	1	-	0	0	0	0	0	0%	
4.5.5 Bi-annual and annual internal evaluation sessions conducted	Number of approved program evaluation reports	2	-	0	0	0	0	0	0%	



## 7. Financial report

Category	UGX	%
Total Secured and expected 2024		
Total secured and Balance b/d Jan 2024		
<b>Expenditure 2024</b>		
Administration expenses		
Programme expenses		
Capital expenditure		
Staff costs		
Total expenditure		
Total Balance		

## 8. Pictorial journey

March 2024	
 <p>Banner of Commemoration of International Women's Day, 2024 where a joint press statement on femicide of sex workers was held with UNESCO</p>	 <p>Joint Press statement with UNESCO</p>



Ubuntu personnel and partner during partner visits at Ubuntu Offices-



UBUNTU Staff taking a group picture after the SRHR Opposition Monitoring and Opposition training

#### April 2024



CSO taking a group picture after the SRHR Opposition Monitoring and Opposition training in Busia



**Ubuntu**  
Law and Justice Centre

Sexual assault takes many forms like child sex abuse, rape, harassment, IPV, rape coercion, and unwanted touching. Let's unite to recognize and condemn all forms of sexual violence.

Together, we can make a difference.

#ENDSEXUALASSAULT  
#SAAM24

Sexual Assault Awareness Month

Some of the content shared on UBUNTU's social media pages during Sexual Assault Awareness month

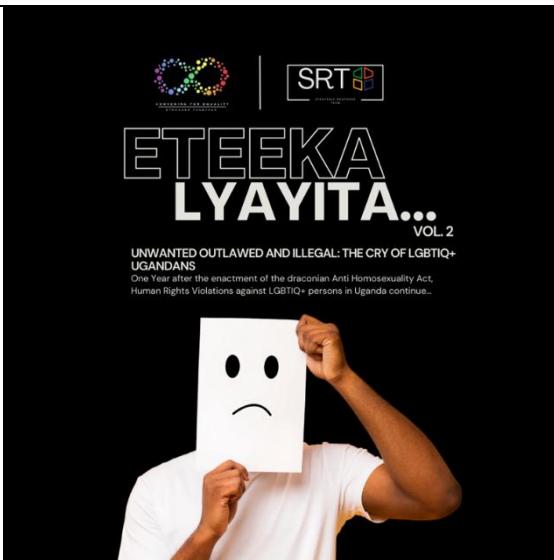
#### May 2024



Ubuntu personnel representing the organization during the AMwA hub launch



Champions that included Lawyers, human rights defenders and paralegals taking a group picture after the SRHR Opposition

	Monitoring and Opposition training
	
<p>Cover page for SRT report, volume 2 that Ubuntu was part of compilation and writing</p>	
<p>June 2024</p> 	
<p>Ubuntu had a chance to share the overview of the current SRT report at the RHNK 7th AYSRHR Conference for Evidence-informed advocacy to advance legal and policy reforms for AYSRHR across East Africa, in Mombasa during the legal panel: Evidence-Informed advocacy to advance legal and policy reform for AYSRHR</p>	<p>UBUNTU launched its first docuseries Ubuntu Tales series storytelling sessions, where marginalized women and sexual and gender-diverse individuals can share their lived experiences and stories of resilience.</p>
<p>August 2024</p>	



UBUNTU supported staff to be part of narrative change, communication through story telling AWLI 2024 cohort coordinated by AMwA, participants of cohort pose for a group photo



UBUNTU Oriented and engaged legal Interns on SRHR and Documentation of Human Rights Violations Training, participant group photo



UBUNTU Oriented and engaged legal Interns on SRHR, Documentation of Human Rights Violations Training and Values Clarification, participant group photo



Ubuntu conducted a community outreach and awareness session on Laws that impact sex workers, WLHIV and LBQ women in Makindye

**October 2024**

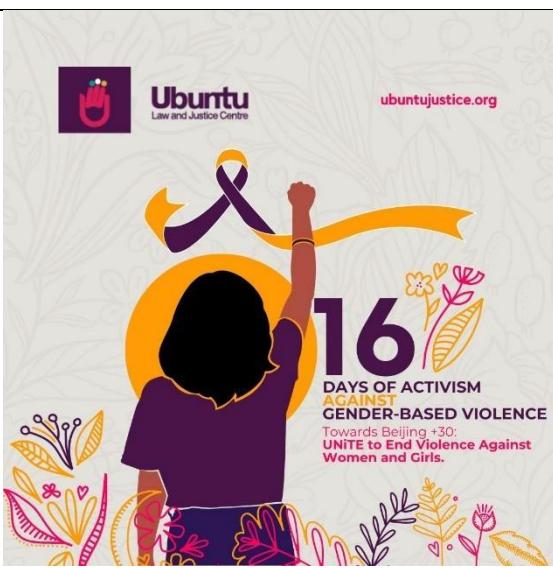


Champions that included Lawyers, human rights defenders and paralegals taking a group picture after the SRHR Opposition Monitoring and Opposition mentorship

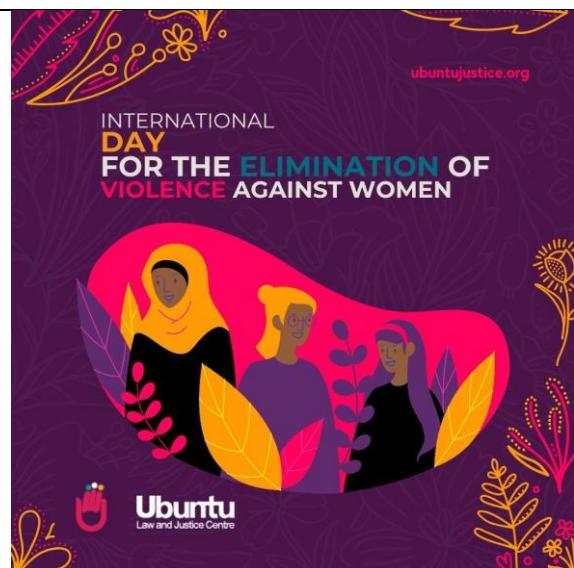


CSO and champions taking a group picture after the SRHR Opposition Monitoring and Opposition training in Mbarara

#### November 2024



Content shared on social media pages during the 16 days of activism against gender-based violence that started on the 25<sup>th</sup> of November



Shared more content during the 16 Days of activism commemorating internationally recognised days

#### December 2024



Hosted and engaged creatives on SRHR opposition and monitoring training and safety and security



UBUNTU staff and some of the creatives take a picture together



Moment during the ILGA World Conference



