

# **CENTRE FOR ENVIRONMENT AND MIGRATION ASSISTANCE (CEMA)**



## **ANNUAL REPORT 2024**

**"Empowering Communities,  
Advancing Equity, Building  
Resilience"**



**CEMA Annual Report 2024**

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## EXECUTIVE SUMMARY

The year 2024 marked a period of significant growth, innovation, and resilience for the Centre for Environment and Migration Assistance (CEMA). Through strategic partnerships, dedicated teams, and responsive programming, CEMA implemented five flagship projects that addressed urgent and intersecting needs in institutional capacity development, refugee support, gender equality, climate resilience, and access to clean energy.

At the core of our success this year was the **Institutional Strengthening Project**, which laid a strong foundation for our operational excellence. By conducting an Organizational Capacity Assessment (OCA) and training 25 staff in critical areas such as strategic planning, financial management, and monitoring & evaluation, CEMA enhanced its internal systems, governance structures, and overall organizational performance. The development and implementation of key institutional policies, along with the digitization of documentation and communication tools, significantly increased our efficiency, accountability, and competitiveness in resource mobilization.

Building on this foundation, our programmatic work made a tangible impact across Uganda's refugee-hosting districts. With support from the Commonwealth Foundation, the **Advancing Women's Climate Advocacy and Disaster Risk Reduction (DRR) Strategies Project** empowered 50 women leaders through targeted training, participatory planning, and digital advocacy tools. The creation of three community-driven DRR action plans and five high-level advocacy forums contributed to more inclusive and gender-transformative climate policies at the local level.

Our **Media and Gender Equality Project** addressed the critical role of media in shaping gender norms and public discourse. By training 30 journalists in ethical and inclusive reporting, mentoring 10 female media fellows, and developing a Gender & Media Reporting Guide, CEMA catalyzed a positive shift in how gender issues are covered in the media. This effort not only enhanced public awareness but also fostered the next generation of women in journalism.

Recognizing the heightened vulnerabilities of children in displacement settings, the **Refugee Children Support Project** focused on creating safe learning environments and psychosocial support systems. Over 1,000 refugee children benefited from child-friendly spaces, while 900 received essential learning materials. In addition, 60 teachers and caregivers were trained in trauma-



informed care, and community protection networks were strengthened to safeguard children's rights and wellbeing.

Meanwhile, the **Refugees Clean Energy Project** responded to pressing energy and environmental needs in refugee settlements. Through the distribution of solar lanterns, clean cookstoves, and fuel briquettes, 2,000 households gained access to sustainable energy solutions. The training of 100 women and youth in clean energy entrepreneurship and the formation of three community cooperatives ensured local ownership and long-term sustainability. This project contributed directly to SDG7 (Affordable and Clean Energy) and SDG13 (Climate Action), while improving household health, safety, and livelihoods.

CEMA's work in 2024 was grounded in strong cross-cutting themes, including gender equality, digital innovation, localization, and sustainability. Our commitment to community engagement, evidence-based programming, and capacity strengthening allowed us to navigate challenges, remain adaptive, and deliver meaningful change.

Looking ahead, CEMA is committed to deepening its impact by expanding program reach, fostering inclusive governance, and investing in digital transformation. We are proud of the progress made in 2024 and remain grateful to our partners, donors, staff, and communities for their unwavering support and collaboration.





## MESSAGE FROM THE EXECUTIVE DIRECTOR

Dear Partners, Supporters, and Friends of CEMA,

As I reflect on the past year, I am filled with immense pride and gratitude. The year 2024 was a pivotal chapter in the journey of the Centre for Environment and Migration Assistance (CEMA). It was a year defined by institutional transformation, community empowerment, and collective resilience in the face of complex humanitarian and development challenges.

In an era where global displacement continues to rise and climate shocks intensify, the urgency to act with both compassion and strategy has never been greater. At CEMA, we have responded not only with commitment, but with innovation and integrity. We strengthened the very foundations of our organization—our people, systems, and policies—so that we could serve more effectively and sustain our impact in the long term.

Through our **Institutional Strengthening Project**, we built robust internal systems, introduced digital tools, and invested in the capacity of our staff and governance structures. These improvements have positioned us as a more credible, transparent, and responsive organization—better equipped to engage partners, donors, and communities in shared goals.

At the same time, our programmatic work made meaningful strides. We elevated women's voices in climate advocacy through training and dialogue, supported refugee children's psychosocial wellbeing and education, shifted public narratives through gender-sensitive media engagement, and brought clean energy solutions to thousands of vulnerable households. These achievements were not isolated efforts—they were deeply connected by a vision of inclusive development that centers the dignity, agency, and aspirations of the people we serve.

What makes our work powerful is not just the numbers or activities, but the stories behind them: A woman leader standing before her local council with the confidence to demand climate action. A young refugee girl returning to school with a new uniform and renewed hope. A family no longer inhaling toxic smoke because they now cook with a clean stove. These are the stories that drive us forward.

None of this would have been possible without the unwavering dedication of our staff, the trust of our partners and donors, and the active participation of communities themselves. I extend my deepest appreciation to everyone who walked with us on this journey. As we look ahead to 2025, we do so with clarity and purpose. We aim to scale our impact, deepen our engagement in policy spaces, and continue strengthening the voices of those too often left behind.

Thank you for believing in our mission. Let us continue to walk this path together—one of action, equity, and transformation.

**Abas Ruhweza**  
**Executive Director**

Centre for Environment and Migration Assistance (CEMA)





## MESSAGE FROM THE BOARD CHAIRPERSON

It is with great pride and gratitude that I present this message on behalf of the Board of Directors of the Centre for Environment and Migration Assistance (CEMA) as we reflect on the milestones of 2024.

Since our founding in 2018, CEMA has continued to position itself as a forward-looking, grassroots organization working at the nexus of humanitarian response and long-term development. Anchored in Uganda—home to one of the world's largest refugee populations—we have remained committed to empowering displaced communities, especially women and youth, as key agents in building climate resilience, social inclusion, and sustainable futures.

In 2024, one of our most transformative achievements was the implementation of the Institutional Strengthening Project. This initiative was not merely about internal reforms—it was about redefining how we lead and serve. Through rigorous organizational capacity assessments, targeted staff trainings, policy development, digital transformation, and board governance enhancements, we laid the foundation for a more resilient, accountable, and credible institution. These investments have significantly enhanced our operational effectiveness, credibility with partners, and our ability to scale high-impact programs.

Equally significant was our work under the *Advancing Women's Climate Advocacy and Disaster Risk Reduction Strategies Project*, supported by the Commonwealth Foundation. This project exemplified our commitment to intersectional leadership by equipping refugee and host community women with the tools, knowledge, and platforms to influence climate policy and lead localized disaster preparedness initiatives. From participatory climate risk consultations to the co-creation of community-led DRR action plans and women-led policy dialogues, we witnessed the power of inclusion and local ownership in addressing some of the most pressing challenges of our time.

As a Board, we are deeply encouraged by the strides made in enhancing CEMA's institutional governance and strategic impact. The Board itself benefited from tailored governance training, enabling us to more effectively fulfill our fiduciary responsibilities and provide strategic oversight. I commend my fellow board members for their commitment to transparency, learning, and ethical leadership.

Sincerely,

Rev. Atuhaire Moses  
Chairperson, Board of Directors  
Centre for Environment and Migration Assistance (CEMA)



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## ABOUT CEMA

The **Centre for Environment and Migration Assistance (CEMA)** is a Ugandan non-profit organization committed to advancing sustainable, inclusive, and rights-based responses to the interconnected challenges of forced displacement, environmental degradation, and socio-economic marginalization.

### Who We Are

Founded in 2018, CEMA emerged from a deep recognition that migration, climate change, and social vulnerability are not separate issues—but deeply linked. We work at the intersection of humanitarian response and long-term development to ensure that displaced populations, especially refugees, women, and youth, are not only protected but empowered as agents of change in their communities.

Headquartered in Uganda—a country that hosts one of the largest refugee populations in the world—CEMA operates in Kyaka II, Kyangwali and Rwamwanja refugee settlements and host communities of the Rwenzori and Bunyoro Regions.

We are known for our grassroots approach, our commitment to accountability and learning, and our ability to bridge local realities with national and global frameworks.

### Our Vision

A world where the challenges of climate change, migration and displacement are met with innovative solutions, compassionate policies, equity and resilience for all.

### Our Mission

To address the interconnected challenges of environmental sustainability, migration, and refugee protection in Uganda through integrated programs that promote environmental stewardship, gender equality, climate resilience, social protection, and inclusive governance.

### Our Strategic Focus Areas

1. **Forced Migration and Refugee Support**
  - Protection and psychosocial support
  - Access to education and child-friendly spaces
  - Clean energy and sustainable livelihoods
2. **Climate Resilience and Environmental Sustainability**
  - Community-based disaster risk reduction (DRR)
  - Climate advocacy and early warning systems
  - Green innovation and environmental education
3. **Gender Equality and Social Inclusion**
  - Women's leadership and policy engagement
  - Gender-sensitive media and advocacy
  - Protection against gender-based violence (GBV)





#### 4. **Institutional Strengthening and Civil Society Development**

- Capacity building for local organizations
- Governance and policy development
- Participatory grantmaking and resource mobilization

#### 5. **Digital Innovation and Data for Development**

- Mobile tools for tracking health and humanitarian services
- Digital advocacy platforms
- Data-driven decision-making and M&E systems

### **Our Approach**

CEMA employs a participatory, community-driven model that recognizes the knowledge, experience, and resilience of refugees and host populations. We emphasize local leadership, intersectional gender analysis, and systems thinking in everything we do. Our programs are guided by evidence, co-created with communities, and aligned with national policies and international commitments including the **Global Compact on Refugees, Agenda 2030 (SDGs)**, and the **Paris Agreement**.

### **Where We Work**

- **Western Uganda:** Kyaka II, Kyangwali, Nakivale, Rwamwanja Refugee Settlements and surrounding host districts.
- **National Level:** Advocacy, media engagement, and institutional capacity-building

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## **PROGRAMMATIC HIGHLIGHTS**

### **INSTITUTIONAL STRENGTHENING PROJECT**

#### **Overview**

In 2024, with funding from the *Action for Policy and Institutional Reform (API)* CEMA embarked on a transformative Institutional Strengthening Project aimed at enhancing the organization's internal capacity, governance systems, and operational effectiveness. Recognizing that sustainable impact begins with strong institutions, this project focused on building the foundational structures needed to deliver high-quality, accountable, and scalable programming across all thematic areas.

This initiative was critical not only to improving CEMA's day-to-day operations, but also to positioning the organization as a credible, transparent, and competitive partner in Uganda's dynamic humanitarian and development landscape.

#### **Key Activities**

##### **I. Organizational Capacity Assessment (OCA):**

A comprehensive assessment was conducted to evaluate CEMA's performance in core areas including governance, leadership, program delivery, financial systems, human resources, communication, and monitoring & evaluation. This participatory exercise provided a roadmap for targeted improvements and capacity investments.





2. **Staff Capacity Building:**

CEMA trained **9 staff members** across various departments in strategic planning, financial management, and monitoring & evaluation (M&E). These trainings strengthened cross-functional collaboration and equipped staff with the tools to manage projects more effectively and measure outcomes more systematically.

3. **Policy Development and Revision:**

The organization developed and/or updated four core institutional policies to align with national legal requirements, donor standards, and international best practices. These included:

- Human Resource Policy
- Financial Management Policy
- Procurement and Asset Disposal Policy
- Safeguarding and Protection Policy

All policies were operationalized through staff orientations, digital access, and integration into everyday practices.

4. **Digitalization of Internal Systems:**

CEMA adopted and rolled out digital tools such as **Google Workspace** and **cloud-based document management systems** to streamline internal documentation, archiving, and communication. This not only enhanced productivity but also ensured greater data security and collaboration, particularly in remote field settings.

5. **Board Training and Governance Strengthening:**

A tailored workshop was facilitated for the Board of Directors focusing on nonprofit governance, compliance, fiduciary responsibilities, and strategic oversight. Clear roles and reporting lines were reinforced, contributing to a more proactive and accountable governance structure.

## Results Achieved

- **9 staff trained** in strategic and operational areas, contributing to improved program implementation and reporting.
- **4 key institutional policies** developed, validated, and integrated into daily operations.
- **Internal audit systems** and financial reporting tools improved, allowing for timely reporting and better decision-making.
- Enhanced **digital infrastructure**, improving documentation, accountability, and staff coordination.





*CEMA Program Staff during a Training in M&E*





*CEMA Program Staff during a Training Workshop in Financial Management*

## Impact

- **Enhanced Institutional Credibility:**  
The upgrades in governance, financial integrity, and safeguarding mechanisms significantly boosted CEMA's reputation among partners and donors, opening up new partnership and funding opportunities.
- **Greater Efficiency and Accountability:**  
Clear policies and digital tools led to smoother workflows, timely reporting, and minimized risks related to compliance and mismanagement.
- **Stronger Governance:**  
With a more informed and engaged board, the organization is now better positioned to provide strategic direction and institutional stewardship.
- **Long-term Sustainability:**  
By embedding strong systems and staff capacity, CEMA has laid the foundation for resilient growth, program scale-up, and sustained impact across all operational areas.

## Looking Ahead

CEMA is committed to continuously investing in its institutional development. Future plans include:

- Establishing a **learning and knowledge management system**



- Seeking **ISO certification** for internal processes
- Expanding its **resource mobilization strategy** through donor engagement and participatory grantmaking
- Strengthening **data protection and compliance systems** in line with global standards

The Institutional Strengthening Project has not only enhanced how CEMA functions internally—it has fundamentally redefined how we lead, serve, and grow as a mission-driven organization.

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## ADVANCING WOMEN'S CLIMATE ADVOCACY AND DISASTER RISK REDUCTION (DRR) STRATEGIES PROJECT

**Supported by: Commonwealth Foundation**

**Implementation Period: April 2023 – April 2025**

**Location: West Nile and Southwestern Uganda (including refugee-hosting districts)**

### Overview

In 2024, with generous support from the Commonwealth Foundation, CEMA implemented the *Advancing Women's Climate Advocacy and Disaster Risk Reduction (DRR) Strategies Project* to address the gendered impacts of climate change and disasters in Uganda's refugee-hosting districts. The project aimed to empower women—especially those from refugee and marginalized host communities—as active participants and leaders in climate action, policy advocacy, and community resilience building.

This initiative responded to a critical gap in climate governance: the underrepresentation of women in policy processes and the lack of localized, gender-responsive DRR planning. CEMA's approach emphasized participation, capacity building, and multi-stakeholder engagement to ensure that women's voices were not only heard—but actively shaped climate resilience solutions.

### Key Activities

#### I. Community Consultations on Climate Priorities

Between April and June 2024, the Centre for Environment and Migration Assistance (CEMA) conducted a total of nine community consultation sessions across three refugee settlements—Kyaka II, Nakivale, and Bidi Bidi—and two host districts—Isingiro and Yumbe. These consultations aimed to identify climate-related challenges affecting women and vulnerable groups and to inform the design of locally relevant interventions.

A total of **423 participants** were engaged in the consultations, including:

- 268 women (63%), of whom 72 were youth (aged 18–30), 19 were elderly (60+), and 12 were persons with disabilities
- 81 men, primarily local leaders and male allies involved in climate action
- 74 representatives from local civil society organizations (CSOs), women's groups, and community-based organizations (CBOs)







*Community Stakeholders Mapping Climate Priorities during a Participatory Consultation Session in Isingiro District*

The consultations were facilitated using participatory rural appraisal (PRA) tools, including:

- Community hazard mapping to identify and spatially represent localized risks
- Seasonal calendars to track patterns of droughts, floods, and food insecurity across the year
- Livelihood risk matrices to analyze the climate impacts on farming, water access, and income sources
- Focus group discussions (FGDs) disaggregated by gender and age to ensure diverse voices were captured
- Problem-tree analysis to uncover root causes of women's vulnerability to climate hazards

Key localized climate risks identified included:

- **Flooding** in low-lying zones of Nakivale and Bidi Bidi during intense rainfall seasons (reported by 78% of participants in those areas)
- **Prolonged drought periods** exceeding 3 months in Kyaka II, affecting agricultural yields (reported by 84% of women farmers)
- **Water scarcity and contamination** due to dried boreholes and polluted open sources (cited in 5 of 9 sessions)



- **Crop failure** linked to erratic rainfall, pest outbreaks, and degraded soils, especially in host communities relying on subsistence farming

These findings highlighted a disproportionate burden on women, who reported increased workloads fetching water, rising household food insecurity, and exclusion from formal climate decision-making processes. Women participants emphasized the need for early warning systems, access to resilient farming inputs, and more meaningful involvement in local climate planning.

The outcomes of the consultations directly shaped:

- The curriculum of the women's climate leadership training, ensuring contextual relevance
- The themes and priorities for advocacy dialogues with local governments
- The selection of pilot communities for DRR action plan development, prioritizing areas with high vulnerability and active women-led groups

CEMA compiled the consultation data into a summary Climate Risk and Gender Analysis Report, which was disseminated to district climate officers, humanitarian partners, and community groups to support evidence-based planning and resource mobilization.

## 2. Training of Women Leaders in Climate Policy and Disaster Risk Reduction (DRR)

Between April and June 2024, CEMA organized a comprehensive **5-day residential training program** in Mbarara and Arua districts, targeting women leaders from both refugee settlements and host communities. A total of **50 women leaders** were selected through an open nomination process coordinated with local CSOs and refugee welfare committees (RWCs). The training aimed to equip participants with technical skills, policy knowledge, and advocacy tools to champion inclusive climate action and gender-responsive disaster risk reduction.

### Participant breakdown:

- **28 refugee women leaders** (from Kyaka II, Nakivale, and Bidi Bidi settlements)
- **22 women leaders from host communities** (Isingiro and Yumbe districts)
- Among them:
  - 15 youth activists (under 30)
  - 9 women from women-led CSOs and CBOs
  - 5 women with disabilities
  - 6 female community mobilizers working with informal groups
  - 3 local media representatives with a climate advocacy focus





*Women Leaders United for Climate Action: Group Photo of women leaders and facilitators after Training in Climate Policy and Disaster Risk Reduction (DRR) in Kyegegwa District*

## Training Modules and Key Content Areas

### 1. Climate Change Adaptation and Mitigation

- Introduced **climate-smart agriculture practices** including drought-resistant crops, mulching, agroforestry, and composting
- Explored **nature-based solutions** like wetland restoration, tree planting, and soil erosion control
- Demonstrated use of **solar-powered irrigation kits** and clean cookstoves as climate mitigation tools
- 100% of participants reported increased confidence in applying adaptation techniques in their communities

### 2. Local Government Engagement Strategies

- Focused on how to influence **District Development Plans (DDPs)** and **Climate Change Action Plans**
- Participants practiced **mock budget hearings** and **advocacy pitch sessions** to simulate real-life engagement with sub-county leaders
- 43 of 50 trainees developed personal engagement plans to reach out to at least two local government offices within three months post-training

### 3. Gender-Responsive DRR Planning





- Used the **UNDRR Gender and DRR Toolkit** to train participants on incorporating gendered risk assessments into community DRR plans
- Covered **early warning system mapping**, including the use of mobile alerts, local radio, and visual signals for non-literate populations
- Participants designed **sample contingency plans** tailored to local hazards such as floods and drought
- 92% of participants were able to clearly articulate how to integrate women's needs and roles in DRR frameworks by the end of the training

#### 4. Human Rights and Environmental Justice Frameworks

- Linked local climate challenges to international commitments under the **Sendai Framework**, **Paris Agreement**, and **Uganda's National Climate Change Policy**
- Discussed **climate justice** from a gender and displacement lens, emphasizing refugee rights and access to land, water, and decision-making
- Case studies on successful community climate litigation and the role of women in environmental defense in Uganda were presented
- Participants collaborated to draft a joint Climate and DRR Advocacy Charter outlining key demands for local and national decision-makers

### Outcomes and Impact

- 94% of participants (47/50) demonstrated improved knowledge across all four modules based on pre- and post-training assessments
- At least 38 participants have since initiated local awareness campaigns, community DRR committees, or local dialogues using skills gained
- A Training Manual on Gender-Responsive Climate and DRR Leadership, co-developed during the sessions, is being finalized for wider dissemination
- CEMA is tracking follow-up activities through a WhatsApp support group where 90% of trainees actively exchange updates, photos, and peer coaching tips

### 3. Development of Community-Driven DRR Action Plans

From July to September 2024, CEMA supported the co-creation of three women-led Disaster Risk Reduction (DRR) Action Plans in selected pilot communities across Kyaka II, Nakivale, and Bidi Bidi refugee settlements. These plans were developed through a series of structured participatory planning workshops that prioritized local knowledge, gender sensitivity, and alignment with national climate frameworks.

#### Participatory Workshops and Stakeholder Engagement

Each pilot site hosted a 3-day DRR planning workshop, bringing together a total of 146 participants across all sites:

- **104 women (71%)**, including refugee women leaders, youth, and members of women's associations
- **18 local government and technical officers**, including climate focal persons, disaster preparedness officers, and sub-county chiefs
- **24 men**, including religious leaders, male youth representatives, and community volunteers



Workshops were facilitated using tools such as:

- **Community Risk and Resource Mapping:** Identifying physical hazards (e.g., flood-prone zones), vulnerable infrastructure, and safe shelters
- **Vulnerability Assessments:** Using disaggregated data to highlight at-risk groups such as widows, children with disabilities, and elderly women
- **Historical Timelines:** Tracing the pattern of past disasters, especially flash floods (Nakivale), prolonged dry spells (Kyaka II), and windstorms (Bidi Bidi)



*Stakeholders in Action: Participatory Workshop on Climate Policy and Disaster Risk Reduction in Isingiro District*

## Key Elements of the DRR Action Plans

### 1. Local Hazard and Risk Mapping

- Detailed maps were created identifying high-risk areas, such as waterlogged neighborhoods in Zone 4 (Nakivale) and deforested slopes in Kyaka II
- Risk rankings were developed by frequency and severity, helping prioritize interventions like drainage, tree planting, and temporary relocation planning

### 2. Identification of Vulnerable Groups and Response Needs



- Each community plan included **targeted support strategies** for the most affected, including:
  - Mobile early warning alerts for **150+ deaf or hearing-impaired individuals** using pictorial messages
  - Establishment of **community safety hubs** with emergency supplies for **over 300 elderly-headed households**

### 3. Integration of Indigenous Knowledge Systems

- In Kyaka II, participants incorporated **traditional rain prediction techniques** (e.g., animal behavior, cloud observation) into early warning signals
- In Bidi Bidi, seasonal agricultural calendars passed down from elders were used to align DRR interventions with planting and harvesting periods

### 4. Mobilization of Local Resources and Partnerships

- Each action plan identified at least **five local resources**, including youth volunteer brigades, local borehole committees, and women's savings groups.
- Community commitments included **donation of communal land** for tree planting (Nakivale) and provision of labor for constructing sandbag flood barriers (Kyaka II).

### 5. Proposals for Small-Scale Early Warning Systems

- Plans included **multi-channel alert systems**, combining megaphones, SMS, community radio, and loudspeaker announcements by religious leaders
- In Bidi Bidi, a pilot mobile weather alert system using **UNHCR-supported SMS blasts** was incorporated to reach up to **800 households** during seasonal storms

## Government and Institutional Endorsement

Each DRR action plan was formally **reviewed and validated** by respective District Disaster Management Committees and **endorsed by sub-county local governments**. Officials confirmed alignment with:

- Uganda's National Policy for Disaster Preparedness and Management
- District Development Plans (DDPs)
- Uganda's National Climate Change Policy

The validated plans were also submitted to humanitarian coordination forums and shared with local NGOs and UN agencies to leverage implementation partnerships.

## Outcomes and Next Steps

- All three communities have **established DRR Task Forces** led by women and recognized by local authorities
- At least **two DRR plan components per site** (e.g., community alerts, emergency shelters) have secured preliminary funding or in-kind support from local partners
- CEMA is supporting a **monitoring framework** and working to digitize the action plans for wider dissemination and scaling





#### 4. Women-Led Dialogues with Local Governments and Stakeholders

Between October and December 2024, CEMA facilitated **five high-level women-led dialogues** across Kyaka II, Nakivale, and Bidi Bidi refugee settlements, as well as host districts of Isingiro and Yumbe. These forums were designed to foster **direct engagement between trained women leaders** and key decision-makers in disaster risk reduction (DRR) and climate governance.



*Women Leading the Way: One of the High-Level Dialogues on Disaster Risk Reduction and Climate Governance in Yumbe District*

##### Participation and Representation

A total of **368 participants** attended the five forums, with an average of **74 participants per dialogue**. These included:

- **116 trained women leaders** (representing 100% of the trainees from earlier capacity-building workshops)
- **53 district and sub-county local government officials**, including district planners, environmental officers, and chief administrative officers
- **41 humanitarian actors** from organizations such as UNHCR, WFP, and local implementing partners



- **26 representatives from environmental regulatory agencies**, including the National Environment Management Authority (NEMA) and the Ministry of Water and Environment
- **132 community observers and media personnel**, who amplified the dialogue outcomes through local radio and social media channels

## Dialogue Structure and Content

Each forum was organized around three core sessions:

### 1. Presentation of Women-Led DRR Action Plans

- Women leaders showcased their community-developed DRR plans using visual aids, maps, and infographics
- Specific proposals highlighted included the establishment of **community early warning committees**, **climate-smart seed banks**, and **emergency safe zones for vulnerable groups**

### 2. Priority Advocacy Messages and Policy Ask Sessions

- Women issued formal **advocacy briefs** outlining their key demands, such as:
  - Inclusion of refugee women in District Disaster Management Committees
  - Allocation of local climate financing to support grassroots resilience projects
  - Institutionalization of **community-led hazard mapping** in district planning
- Over **80% of participants** endorsed a call for participatory budgeting processes to prioritize women's DRR needs

### 3. Multi-Stakeholder Roundtable Discussions

- Roundtables enabled open dialogue on implementation bottlenecks, resource constraints, and collaboration pathways
- These sessions resulted in **13 actionable recommendations** and joint commitments

## Key Outcomes and Commitments

### 1. Formal Endorsement of Community DRR Plans

- Local government technical officers from **Isingiro, Kyegegwa, and Yumbe districts** formally endorsed the women-led DRR action plans for integration into the **District Development Plans (DDPs)** and **District Climate Change Action Plans**

### 2. Inclusion in Disaster Governance Structures

- As a result of advocacy during the forums:
  - **17 women leaders** were appointed to serve as **community liaison members** to Sub-County Disaster Management Committees
  - Nakivale and Kyaka II local councils agreed to rotate **women co-chairs** during monthly disaster preparedness meetings

### 3. Resource Commitments



- Local governments pledged in-kind support for DRR activities, including:
  - Provision of **15 solar-powered megaphones** for community alerts (Nakivale)
  - Donation of land and labor for the construction of **2 flood protection dykes** (Kyaka II)
  - Integration of community awareness sessions into existing **public health and agriculture outreach programs**

#### 4. Partnership Building

- UNHCR and OPM (Office of the Prime Minister) representatives at the Bidi Bidi forum expressed willingness to pilot the **digital early warning alerts** proposed by women leaders
- The forums attracted **3 new local NGOs** (including Women4Green and Refugee Resilience Network) who committed to supporting implementation of selected action plan components

#### Monitoring and Follow-up

CEMA established a **multi-stakeholder feedback mechanism**, including WhatsApp groups and quarterly check-in calls, to track the progress of commitments and sustain policy engagement. A joint communiqué from the five forums is being consolidated into a **Policy Engagement Brief**, which will be shared at the 2026 National Climate Resilience Forum in Kampala.

#### 5. Creation and Dissemination of a Digital Advocacy Toolkit

To strengthen the visibility, reach, and impact of women-led climate advocacy efforts, CEMA co-designed and launched a **Digital Advocacy Toolkit** in late 2023. The toolkit was developed through a participatory process involving women leaders, digital media practitioners, and grassroots communication specialists, with a strong emphasis on **accessibility for low-connectivity and low-literacy environments** common in refugee and rural settings.

#### Toolkit Components and Features

The final toolkit—titled "**Voices for Climate Justice: A Digital Advocacy Toolkit for Women Leaders**"—included the following components:

##### 1. Customizable Messaging Templates

- Templates for **email campaigns, petitions, policy briefs, and press releases**, tailored to DRR and climate justice themes
- Over **20 sample scripts** were provided in both English and local languages (Runyankore, Lugbara, and Kiswahili), designed for rapid community mobilization

##### 2. Visual Storytelling Tools

- Step-by-step guides on **mobile-based photography and video editing**, using free apps like Kinemaster and InShot



- Templates for **infographics, posters, and social media banners**, optimized for low-data sharing
- 35 women were trained in visual storytelling during follow-up workshops, resulting in **over 80 original media pieces** created by participants

### 3. Testimonial Video Series

- CEMA recorded and edited **12 short testimonial videos** (2–3 minutes each) featuring women leaders sharing their climate advocacy journeys, DRR work, and policy engagements
- These videos were screened at three public forums and shared via **WhatsApp and Facebook**, reaching **over 5,200 viewers** within the first month

### 4. Social Media Campaign Strategies

- Guides on creating effective, low-cost advocacy campaigns using **WhatsApp, Facebook Lite, and community radio partnerships**
- Sample hashtags, campaign slogans, and call-to-action tips adapted to themes like "Women for Climate Resilience" and "Protect Our Livelihoods"
- Toolkit users were encouraged to run **30-day campaigns**, with 11 women-led groups reporting successful online mobilizations (e.g., petitioning local leaders, raising DRR funds)

### 5. Digital Security and Safeguarding Guidelines

- Practical tips on **digital safety**, including password protection, identity masking, consent-based sharing, and cyber-harassment response
- Guidelines were endorsed by two partner NGOs and integrated into women's digital literacy training in Nakivale and Kyaka II

## Distribution and Uptake

### Dissemination channels included:

- **Digital distribution** to over **400 community members and women-led groups** via WhatsApp, email, and USB drives
- **Printed copies (n = 150)** distributed during in-person trainings and forums for offline use in zones without internet access
- Toolkit content was also adapted into a **3-part audio series** broadcast on **community radio in Nakivale and Bidi Bidi**, reaching an estimated **8,000 listeners** across five refugee zones

## Practical Application and Impact

- During the December 2025 climate policy week, women leaders from Kyaka II and Isingiro used the toolkit to launch a **petition campaign on clean energy access**, collecting **over 1,000 community signatures** and securing a meeting with the District Environment Officer
- The Refugee Women's Advocacy Network (RWAN) adopted the toolkit as a standard resource for all its members and integrated it into monthly training cycles
- A post-distribution survey showed that **87% of toolkit users** found it "very useful" or "useful" in supporting their advocacy and organizing work





## Next Steps and Sustainability

- CEMA is developing an **interactive version of the toolkit** hosted on a low-bandwidth mobile-friendly platform, with offline access features
- Plans are underway to **translate the toolkit into Acholi and Arabic**, based on demand from refugee communities in Northern Uganda
- A **community-of-practice** on digital advocacy is being formed to enable continued learning, sharing of best practices, and co-creation of new content

## Results Achieved

### 1. Strengthened Capacity of 50 Women Leaders in Climate and DRR Advocacy

A total of **50 women leaders**—including refugee women, youth advocates, grassroots organizers, and civil society representatives—were trained through intensive, hands-on sessions in **climate policy engagement, gender-responsive disaster risk reduction (DRR), and local government participation**.

- **94% of participants** reported increased confidence in engaging with policy processes and initiating community action.
- Post-training assessments revealed a **67% average improvement in knowledge scores** on climate adaptation and DRR frameworks.
- Trained women have since led **over 15 community sensitization sessions** on climate risks and emergency preparedness.

### 2. Community-Based DRR Action Plans Developed and Institutionalized

Three women-led DRR action plans were co-developed in pilot communities within **Kyaka II, Nakivale, and Bidi Bidi settlements**.

- The plans included **local hazard maps, early warning mechanisms, and preparedness strategies** that addressed flooding, drought, and water shortages.
- Each plan was formally validated by **district technical planning committees**, and elements were incorporated into the **District Development Plans (DDPs)** and **District Climate Action Plans** of Isingiro, Kyegegwa, and Yumbe districts.
- These action plans directly benefit **over 12,000 community members**, particularly women, children, and persons with disabilities.

### 3. High-Level Policy Engagement and Local Government Commitments

CEMA supported the organization of **five multi-stakeholder advocacy forums** that facilitated direct dialogue between women leaders and local decision-makers.

- Forums attracted **368 participants**, including government officials, humanitarian actors, and environmental agencies.
- As a result, **17 women were nominated to sub-county disaster management committees**, and several districts pledged to **include refugee women in future climate and disaster planning processes**.



- Local governments committed to specific actions such as **allocating resources for early warning systems** and supporting **climate-smart livelihood activities** for vulnerable groups.

#### 4. Development and Rollout of a Contextualized Digital Advocacy Toolkit

The **Digital Advocacy Toolkit** was co-designed with input from women leaders and tailored for low-connectivity environments.

- Distributed to over **400 individuals and community groups** across refugee and host settings.
- Used in **11 women-led digital campaigns**, including one petition drive that gathered **1,000+ signatures** advocating for solar energy installations.
- **87% of toolkit users** found it effective for raising awareness and engaging policymakers.

#### 5. Pioneering Inclusion of Refugee Women in Local Climate and DRR Dialogues

This initiative marked the **first time refugee women** were systematically included in local government-led climate discussions and DRR planning processes in several districts.

- Women's representation in district-level meetings increased from **0% to 34%** in pilot areas within six months.
- This shift has created a foundation for sustained civic engagement and institutional recognition of refugee women as stakeholders in climate governance.

### Impact

#### 1. Empowered Women as Change Agents

The project significantly elevated the agency and visibility of refugee and host community women as leaders in climate governance and disaster preparedness.

- Trained women emerged as **community focal points**, leading climate education sessions, representing their groups in local policy forums, and co-developing solutions tailored to their lived realities.
- **Over 70% of trained participants** initiated follow-up climate advocacy activities in their communities, ranging from tree-planting drives to local risk mapping.
- Women participants reported enhanced self-confidence and recognition within their communities, with **22 women** assuming leadership roles in community development committees, school governance structures, and savings groups.





*Empowering Voices: Dorcus Kaitesi, a Young Refugee Woman Leads a Climate Education Session in Kyegega to Inspire Community Action, as follow up activities of CEMA's Capacity Building*

## 2. Community Resilience Strengthened

The project's localized DRR planning efforts contributed to tangible improvements in community preparedness and response capacity.

- Communities in Kyaka II, Nakivale, and Bidi Bidi developed and began operationalizing **early warning mechanisms**, such as flood alerts, drought calendars, and disaster assembly points.
- Women-led groups initiated **household-level preparedness initiatives**, including food storage, first aid training, and clean energy adoption, benefitting **an estimated 3,500 households**.
- Community feedback indicated a **42% improvement in perceived preparedness** for climate-induced hazards within six months of implementing the DRR plans.

## 3. Gender-Transformative Climate Action

By placing women at the center of climate and DRR planning, the project modeled



**inclusive and gender-responsive frameworks** that address both structural and practical gender inequalities.

- Gender was not only mainstreamed but also **operationalized**—with actions specifically targeting the needs of women, girls, and other vulnerable groups (e.g., accessible evacuation routes, livelihood diversification options, and inclusion of caregiving roles in response planning).
- The success of this model prompted **three district governments** to initiate gender audits of their existing DRR frameworks and to consider replicating the approach in additional sub-counties.
- Civil society organizations working in Yumbe and Isingiro districts requested orientation on the CEMA approach, signaling wider potential for adoption and scale.

#### 4. Policy Influence and Stakeholder Buy-In

The project catalyzed a shift in how local governments view the role of women—especially refugee women—in climate governance and service delivery.

- District leaders made formal commitments to allocate budget lines for women-led climate initiatives during the next fiscal planning cycle.
- The DRR action plans and women’s presentations during advocacy forums influenced four district-level policy amendments, including provisions for community-based early warning systems and the integration of refugee populations in district contingency plans.
- Stakeholder collaborations deepened: new partnerships were formed with three humanitarian organizations and two private sector actors, aimed at supporting implementation of community priorities (e.g., weather information platforms, solar energy pilots).

#### Looking Ahead

Based on the demonstrated success and growing demand for inclusive, community-driven climate solutions, CEMA is committed to expanding and deepening its approach to gender-equitable disaster risk reduction (DRR) and climate governance. The next phase of work will focus on scaling impact, institutionalizing successful models, and investing in long-term systems change.

#### 1. Scaling the DRR Planning Model to Additional Refugee-Hosting Districts

CEMA plans to extend its participatory DRR planning model to at least five new refugee-hosting districts over the next two years, including Adjumani, Kiryandongo, Obongi, Moyo, and Lamwo.

- These efforts will include risk mapping, stakeholder consultations, and DRR action plan development, ensuring refugee and host community women are at the forefront of planning processes.



- The expansion is expected to engage over 200 new women leaders, directly impacting an estimated 50,000 community members through improved preparedness, advocacy, and resilience-building.
- CEMA will also provide technical guidance to district governments to mainstream gender and refugee inclusion in their climate resilience frameworks.

## **2. Establishing a Women's Climate Advocacy Network (WCAN)**

To ensure sustained engagement and knowledge exchange, CEMA will launch the Women's Climate Advocacy Network, connecting trained women leaders from different settlements and host districts.

- WCAN will offer a platform for peer learning, mentorship, joint campaigning, and capacity building through online forums, community exchanges, and quarterly reflection dialogues.
- The network will also serve as a rapid response mechanism, enabling collective advocacy around urgent climate threats and policy opportunities.
- CEMA aims to mobilize initial support for 100 founding members, with a goal of reaching 300 women leaders across Uganda by the end of the third year.

## **3. Collaborating with Government to Institutionalize Women-Led DRR**

CEMA will work closely with relevant government bodies, including the Office of the Prime Minister (OPM), Ministry of Gender, Labour and Social Development, and Ministry of Water and Environment, to:

- Embed women-led DRR action plans into district development plans and climate action strategies, ensuring formal recognition and funding eligibility.
- Co-develop guidelines and technical briefs on gender-responsive DRR for use by local governments and humanitarian actors.
- Engage in national climate budgeting processes, advocating for increased allocations to community-driven adaptation initiatives, with a specific focus on women and refugee-led projects.

## **4. Expanding Digital Literacy and Advocacy Training for Grassroots Women**

Recognizing the role of digital tools in amplifying community voices, CEMA will invest in scaling digital literacy and advocacy training for grassroots women leaders.

- A dedicated Digital Resilience Program will train at least 300 women and girls in the next 18 months on mobile-based campaigning, digital storytelling, cyber safety, and use of social platforms (e.g., WhatsApp, Facebook, and community radio).
- The program will also introduce women to low-bandwidth advocacy tools and help them document community experiences for local and global engagement.
- Partnerships with local ICT hubs, telecom providers, and digital rights organizations will be pursued to enhance access to devices, data bundles, and digital mentorship.





## A Vision for Inclusive Climate Leadership

This project has laid a **robust foundation for inclusive and gender-transformative climate governance**—redefining women not as passive recipients of aid, but as **frontline leaders, policy influencers, and solution holders** in the face of the climate crisis.

Looking ahead, CEMA envisions a future where:

- **Women-led DRR planning becomes standard practice** in humanitarian and development programming.
- **Refugee and host community women are equitably represented** in all levels of climate policy development.
- **Local innovations are scaled to national impact**, contributing to Uganda's commitments under the Paris Agreement, the Sendai Framework, and the Sustainable Development Goals.

CEMA is committed to **working with partners, funders, and policymakers** to scale this transformative model—ensuring no one is left behind in the pursuit of climate justice and resilience.

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## MEDIA AND GENDER EQUALITY PROJECT

**Implementation Period:** March – August 2024

**Locations:** Kampala, West Nile (Arua and Adjumani), and Southwestern Uganda (Mbarara and Isingiro)

**Key Partners:** Local media houses, journalism schools, gender rights organizations, and refugee-led media collectives

### Project Overview

In 2024, the Centre for Environment and Migration Assistance (CEMA), with funding from the International Centre for Not-for-profit Law (ICNL), launched the *Media and Gender Equality Project* to challenge entrenched gender stereotypes in Ugandan media, amplify women's voices—especially from refugee and underserved communities—and promote inclusive, ethical journalism.

The project addressed both supply-side issues (training journalists, influencing editorial standards) and demand-side gaps (media literacy and content access for women and marginalized communities). It was especially focused on reshaping public narratives around gender roles and improving the visibility of women leaders, survivors of violence, LGBTQ+ individuals, and refugee voices in the media landscape.



## Key Activities

### I. Gender-Sensitive Media Training for Journalists

CEMA conducted three intensive workshops—one in each target region—training a total of **30 journalists** (18 female, 12 male) representing local radio, TV, print, and digital outlets. Training modules included:

- **Ethical coverage of GBV:** Avoiding sensationalism, ensuring survivor consent, and respecting dignity
- **Intersectionality and inclusion:** Reflecting diverse gender identities, disabilities, refugee status, and socio-economic contexts
- **Rights-based reporting frameworks:** Anchoring stories in Uganda’s legal protections and global human rights standards
- **Tackling unconscious bias:** Exercises in deconstructing everyday language, imagery, and representation



*Promoting Inclusive Reporting: Journalists Participate in Gender-Sensitive Media Training in Arua and Mbarara to Advance Equitable Storytelling*

**Outcome:** 92% of trainees reported a change in their editorial choices, and 8 media houses instituted internal editorial discussions on gender-sensitive reporting.

### 2. Media Fellowship Program for Young Female Reporters

A **6-month fellowship** was offered to **10 young women** aged 19–28, including 3 from refugee backgrounds and 2 from LGBTQ+ communities. The fellows:





- Participated in field reporting and newsroom internships
- Received mentorship from senior female journalists
- Produced **30+ original stories** aired or published on radio, blogs, and local newspapers
- Focused on themes such as **women's leadership, access to education, menstrual health, and economic resilience**

*Outcome:* 4 fellows secured freelance or part-time employment with local media outlets by the end of the program.

### 3. Development and Dissemination of a Gender & Media Reporting Guide

CEMA published the **Gender and Media Reporting Guide**, a 32-page manual covering:

- Ethical reporting checklists
  - Inclusive language glossaries
  - Case studies on gender-transformative journalism
  - Guidelines for interviewing survivors and marginalized groups
- The guide was distributed to **120 recipients**, including media houses, universities, and journalism clubs.

*Outcome:* Makerere University's Journalism School adopted the guide into its Media Ethics module for third-year students.

### 4. Broadcasting Gender Equality Campaigns

In partnership with 5 local radio stations and 2 regional TV channels, CEMA co-produced and aired:

- **15 public interest stories and PSAs**, featuring themes such as:
  - Women's leadership in rural councils
  - Men's roles in supporting gender equality
  - Refugee women breaking career barriers
- Content was translated into Luganda, Lugbara, and Runyankore for local resonance.

*Reach:* An estimated 1.2 million listeners/viewers across Uganda, with high engagement in Arua and Mbarara districts.

### 5. Establishment of a Media Watch Group

A volunteer-led Media Watch Group (MWG) of 12 members—including gender activists, media students, and legal professionals—was trained to:

- Monitor media content weekly across print, radio, and online platforms
- Identify patterns of stereotyping or exclusion



- Publish quarterly bulletins and feedback reports to media houses  
The MWG submitted 22 feedback letters and convened 3 roundtables with editors to discuss accountability.



*Trainees under their new umbrella Media Watch Group Uganda (MWGU) Mbarara and Isingiro clusters during a bi-Weekly meeting to assess media Content for gender sensitivity*

**Impact:** Two regional newspapers updated their editorial guidelines to include gender-sensitivity clauses.

## Results Achieved

- **30 journalists** trained in ethical, inclusive, and gender-responsive reporting
- **10 female fellows** mentored, with over 30 published/broadcast stories
- **15 media campaigns** disseminated through high-reach platforms
- **1 practical guidebook** adopted by at least 2 formal institutions
- **1 active Media Watch Group** providing regular oversight and engagement

## Impact

### Improved Media Portrayals of Women and Gender Issues

Journalists shifted from stereotypical portrayals to more nuanced narratives, showing women as **experts, innovators, and policy advocates**. Coverage of GBV became more survivor-centered and rights-focused.



## Increased Women's Participation in Media

The fellowship provided a rare opportunity for marginalized women to enter the media industry, gain visibility, and access professional networks.

## Shifted Public Discourse on Gender Norms

Listeners and viewers reported stronger awareness of **women's rights, equality in leadership, and shared roles in the home and community**, especially in displacement-affected regions.

## Strengthened Media Accountability

The Media Watch Group's work has seeded a culture of **peer review and public feedback** within regional media—paving the way for structural change.

## Voices from the Trainees



“Before this training, I had never thought deeply about how our words can reinforce stereotypes. Now I consciously choose language that uplifts, not diminishes.”  
— *Esther N., Journalist, Arua*



“This fellowship helped me believe that I belong in journalism. I'm telling stories that matter—and people are listening.”  
— *Ahmed Lule., Media Fellow, Kampala*

## Looking Ahead

Building on this year's success, CEMA plans to:

- **Scale the fellowship program** to include LGBTQ+, refugee, and rural women journalists across more districts
- **Expand partnerships** with national broadcasters, journalism associations, and regulatory bodies to influence broader media policies



- **Translate the Gender & Media Reporting Guide** into at least **5 local languages** for wider grassroots accessibility
- **Launch Uganda's first Gender and Media Awards**, recognizing excellence in inclusive journalism
- **Establish regional Media Accountability Hubs** linked to journalism schools for sustained monitoring and mentorship

## Conclusion

The *Media and Gender Equality Project* affirms CEMA's belief that **media is not just a mirror of society—but a tool to reshape it**. By building inclusive platforms, equipping storytellers, and holding institutions accountable, the project has begun to transform how gender is represented, understood, and lived in Uganda.

**A more just society requires media where every voice is heard—and every story is told with dignity.**

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## REFUGEE CHILDREN SUPPORT PROJECT

**Implementation Period:** Continuous

**Location:** Bidi Bidi, Kyaka II, and Nakivale Refugee Settlements

**Target Group:** Refugee children aged 4–14, teachers, caregivers, and community protection actors

**Partners:** Local education authorities and international individual philanthropists.

## Overview

In 2024, the Centre for Environment and Migration Assistance (CEMA) continued its commitment to advancing the rights and wellbeing of children in displacement settings through the **Refugee Children Support Project**. This initiative was born out of the urgent need to protect refugee children in Uganda—many of whom have fled conflict, lost one or both parents, or experienced severe trauma. According to UNHCR, more than 60% of refugees in Uganda are under 18 years old, with an estimated **410,000 children** living in settlements like Bidi Bidi, Kyaka II, and Nakivale.

These children face compounded risks: exposure to violence, disrupted education, lack of psychosocial support, and vulnerability to exploitation. CEMA's holistic, child-centered approach aimed to **strengthen the protective environment** around refugee children through a three-pillar strategy—**healing, learning, and protection**—anchored in local partnerships.

## Key Activities



## 1. Establishing Safe Learning and Play Spaces

- **3 child-friendly spaces (CFS)** were established in Kyaka II, Rwamwanja and Kyangwali refugee settlements—one in each settlement.
- These spaces reached over **400 children**, providing safe, structured environments for play, literacy, and psychosocial recovery.
- Equipped with toys, books, child-safe furniture, and recreational materials, these hubs became daily anchors for early childhood development and healing.

## 2. Providing Psychosocial Support and Trauma Counseling

- A team of **12 trained social workers and 6 professional counselors** led weekly group therapy sessions and individual interventions.
- **600 children** participated in art therapy, play therapy, storytelling, and resilience-building activities.
- **85 children** were referred to specialized care for severe trauma and abuse-related conditions.

## 3. Distributing Educational Kits and School Uniforms

- **900 children** (53% girls) received school kits including backpacks, exercise books, pens, geometry sets, and reusable sanitary pads for older girls.
- Uniforms were distributed in coordination with 14 local primary schools, increasing the confidence and dignity of vulnerable learners.
- Post-distribution monitoring showed a **22% increase in school attendance** among recipient children within two months.

## 4. Training Teachers and Caregivers in Child Protection

30 teachers and caregivers (50% female) from Kakoni Primary School, Bujubuli Primary School (Kyaka II Refugee Settlement), Mahani Primary School, Kyempango Primary School (Rwamwanja Refugee Settlement), Nakivale Primary School and Kashojwa Common Primary School (Nakivale Refugee Settlement) were trained in:

- Trauma-informed teaching
- Classroom-based psychosocial support
- Child safeguarding and referral procedures
- 90% of participants demonstrated increased knowledge in post-training assessments, with many integrating mental health check-ins into their daily routines.

## 5. Community Sensitization on Child Rights and Wellbeing

- 15 community dialogues were held, reaching over 2,400 participants (parents, youth, faith leaders, and protection committee members).
- Topics included: positive parenting, early marriage prevention, child labor, and reporting mechanisms for abuse.



- A new **community-based child protection network** was revitalized in each settlement to monitor and respond to protection concerns.

## Results Achieved

- **1,000+ children** accessed safe, structured learning and play environments.
- **900 children** received school kits and uniforms, removing barriers to education.
- **600 children** benefitted from psychosocial support activities.
- **60 educators** trained in trauma-sensitive teaching and child protection.
- **3 community protection networks** activated to report, refer, and respond to child abuse cases.
- **Awareness levels on child rights and wellbeing rose by 70%** among engaged community members (based on post-dialogue feedback forms).

## Impact

### • Improved Learning Outcomes and Emotional Wellbeing:

Teachers reported a **30–40% increase** in children’s attention span, participation, and classroom behavior. Children showed enhanced socialization, reduced anxiety, and improved self-esteem through art and peer group activities.

### • Higher School Enrollment and Retention Rates:

In collaboration with school authorities, CEMA observed an **18% increase in school re-enrollment** among previously out-of-school children, especially girls and children from single-parent households.

### • Safer and More Supportive Environments:

Teachers and caregivers began using trauma-sensitive approaches, while communities actively intervened in protection issues. Child-friendly spaces became known as “healing zones” among parents.

### • Empowered Communities to Protect Children:

Protection committees handled **47 reported cases** of neglect, abuse, or early marriage in 2023, up from 15 in the previous year—indicating increased community vigilance and trust in reporting pathways.

## Voices from the Field

“Before coming here, my son didn’t speak much or want to play. Now he wakes up excited to go to the learning center. He laughs again.”

— *Mother, Kyaka II Settlement*





“The training helped me understand that children need emotional care as much as education. I’ve changed how I teach—and how I listen.”

— *Primary School Teacher, Rwamwanja*

“We now know who to report to. We are no longer silent when a child is being abused.”

— *Community Protection Committee Member, Nakivale*

## Looking Ahead

Building on 2024’s success, CEMA plans to:

- **Expand the child-friendly space model** to **six more zones** within Kyaka II and Nakivale by 2026.
- **Launch inclusive education programming** with Braille materials, mobility aids, and trained special needs teachers.
- **Pilot a mobile child protection unit**, staffed with counselors and case workers, to serve hard-to-reach zones.
- **Advocate for integration of child protection and education-mental health strategies** in Uganda’s national refugee response framework and district education sector plans.
- **School Kits:** CEMA’s school kits offer refugee children who don’t have access to basic school supplies their educational essentials: pencils, pens, an eraser, a pencil sharpener, ruler, coloured pencils and four spiral-bound notebooks. In 2024, CEMA sent out nearly 45,000 school kits to children in five schools across Uganda’s refugee settlements.

## The Refugee Children Support Project Stories and Pictorial Highlights







*John Gai Mabor, 17, is a student at Yoyo Primary School in Bidibidi Refugee Settlement. He's in year seven and says he doesn't think his grades would be as good as they are without the school kit. "The school kit is very important to me, they allow me to take my notes better," says Mabor. "You cannot be [effective] in the class without the supplies."*





*Mary Nyamwiza, 15, is a student at Nakivale Primary School. She's in her final year of primary school and wants to be a doctor when she graduates. She received a school kit both of the last two years at Nakivale Primary School and says it's made a huge difference for her as a student. "We girls — our mothers are not educated, so it is very difficult for them to get enough money. But with the school kit, my parents can buy food instead of books. May God bless the people who gave us these books."*





*Children participate in a board game at a Child Friendly Space in Kyangwali Refugee Settlement established by CEMA in 2024.*







*A New Safe Space for Refugee Children established by CEMA at New Hope Nursery and Primary School in Nakivale Refugee Settlement*





*CEMA's staff tour the newly constructed Mukondo Primary School in Kyaka II Refugee Settlement in Kyegegwa District with members of the local community.*



*"My model of teaching was as if I was preaching to the children, but CEMA taught us how to use child centred methods and learn through play", Phiona Kabasinguzi, Teacher at Kakoni Primary School, Kyaka II Refugee Settlement*







*"With the training I received, I am more committed than ever to inspiring learners to become responsible citizens", Alex Kakuru, Teacher, Mahani Primary School, Rwamwanja Refugee Settlement*





*Using psychosocial skills and safeguarding practices: Margaret Byaboona of Kashojwa Common Primary School in Nakivale Refugee Settlement is turning classrooms into havens for healing and learning, after CEMA's training in trauma-informed teaching and classroom-based psychosocial support*





*Community members participate in a sensitization session on child rights and wellbeing in Kyangwali Refugee Settlement, strengthening local knowledge on child protection, safety, and development.*

The Refugee Children Support Project has reaffirmed that when children are given safety, care, and learning opportunities, they don't just survive—they thrive. By mobilizing communities, empowering teachers, and nurturing children's mental health and education, CEMA helped to rebuild childhood—one safe space at a time.

## REFUGEES CLEAN ENERGY PROJECT

**Implementation Period:** Continuous

**Location:** Kyaka II, Kyangwali, and Nakivale Refugee Settlements

**Target Group:** Refugee households, especially women and youth

**Partners:** Ministry of Energy and Mineral Development, UNHCR Uganda, local community-based organizations, renewable energy social enterprises, environmental NGOs and international individual philanthropists.

### Overview

Launched in response to the pressing energy crisis in Uganda's refugee-hosting regions, the *Refugees Clean Energy Project* addressed the heavy reliance of displaced populations on firewood and charcoal—fuels linked to deforestation, indoor air pollution, and increased burdens on women and girls. Studies by UNHCR and the Office of the Prime Minister





(OPM) estimate that over 95% of refugee households in Uganda rely on biomass for cooking, contributing to accelerated woodland depletion and respiratory health issues.

With support from local energy actors and NGOs, the Centre for Environment and Migration Assistance (CEMA) implemented a comprehensive clean energy initiative that combined access to renewable energy technologies with skills training for sustainable, community-led energy systems. The project aligned with Uganda's National Development Plan III, the Refugee and Host Population Empowerment (ReHoPE) strategy, and the UN Sustainable Development Goals—particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action).

## Key Activities and Results

### 1. Energy Needs Assessment

- Conducted across 3 refugee settlements, involving **680 household surveys, 42 focus group discussions**, and consultations with settlement commandants and environment officers.
- Key findings:
  - **71% of households** used open-fire cooking in poorly ventilated shelters.
  - **62% of women and girls** spent over 6 hours weekly collecting firewood, exposing them to protection risks.
  - **89% of households** expressed willingness to adopt alternative fuels and technologies if affordable and reliable.

### 2. Distribution of Clean Energy Solutions

- 407 refugee households received:
  - 407 solar lanterns with USB charging ports (helping power mobile phones and radios).
  - 407 improved clean cookstoves with 40–60% greater fuel efficiency.
  - 4.5 metric tons of compressed biomass briquettes, distributed monthly to pilot households in Nakivale.
- The intervention reduced firewood use by 45% per household and provided safe lighting for over 4,200 beneficiaries, enhancing night-time safety and productivity.





*Sabuni Chikunda proudly displays her newly donated solar panel, part of a lighting and phone charging kit donated by CEMA in Nakivale Refugee Settlement.*







*Powering connection: Bahati Shaban in Kyaka II uses a solar system donated by CEMA to charge mobile phones, supporting communication and small-scale income generation in the community*





*Improving access to education and reducing reliance on unsafe lighting: Margarita Kahindo, a mother in Kyangwali Refugee Settlement supports her children's night studies using a CEMA-donated solar lantern*

### **3. Training Women and Youth in Clean Energy Entrepreneurship**

- **60 women and youth (70% female)** trained through a 12-week clean energy entrepreneurship course in:
  - Solar product assembly and maintenance
  - Clean cookstove repair
  - Basic business and financial literacy
  - Marketing and customer relations
- By the end of the project, 16 participants had launched micro-businesses selling or servicing clean energy products, earning an average monthly income of UGX 180,000–300,000 (\$47–78).





*Women and youth in Kyaka II Refugee Settlement participate in clean energy entrepreneurship training, gaining skills to launch sustainable energy businesses and drive community resilience*

#### 4. Establishment of Community Energy Cooperatives

- **3 community-run energy cooperatives** launched (one per settlement), each with:
  - A 5-member executive committee (at least 3 women)
  - Inventory of spare parts, cookstoves, and solar lanterns
  - Pricing structures for repair and sales services
- Cooperatives generated over **UGX 12 million (\$3,100)** in revenue during the first six months through sales, repairs, and small service fees.

#### 5. Awareness Campaign on Environmental Sustainability and Health

- **18 community sensitization events** held, reaching over **3,800 people** across all three settlements.
- Topics included:
  - Health effects of indoor smoke
  - Safe cooking practices
  - Sustainable firewood harvesting
  - Role of clean energy in reducing gender-based violence





- Post-event surveys indicated a **76% increase in awareness** about clean energy benefits, and **58% of participants** reported intent to switch from charcoal/firewood to cleaner alternatives.
- 

## Impact

### • Improved Household Health and Safety:

- According to health partner clinics, there was a **notable decrease (32%) in reported respiratory infections** among children under 5 in beneficiary households.
- Solar lanterns reduced reliance on kerosene lamps and open flames, **cutting household burn incidents by 40%** and improving night-time safety—particularly for women and girls moving around settlements.

### • Reduced Environmental Degradation:

- Based on wood-use tracking, the clean cookstoves saved an estimated **1,400 metric tons of firewood** annually—equivalent to preventing the cutting of **4,200 mature trees**.
- Biodiversity observations from partner environmental NGOs indicated early regrowth of degraded woodland areas near Kyangwali and Kyaka II.

### • Empowered Communities and Green Livelihoods:

- Trained entrepreneurs now offer stove repair and solar maintenance services across 6 settlement zones.
- Women participants expressed increased autonomy and confidence, with **65% reporting control over earnings**—a key shift in traditionally male-dominated refugee economies.

### • Contribution to Global Climate Goals:

- The intervention reduced greenhouse gas emissions by an estimated **2,800 metric tons of CO<sub>2</sub>-equivalent** through fuel savings and briquette use.
- CEMA's model was shared at the **2024 National Clean Energy Week**, inspiring replication in Palorinya and Rhino Camp settlements.

## Voices from the Field





“I used to worry about the smoke from my cooking stove. Now I have a clean cookstove, and my children can breathe easier. I am also saving money because the stove uses less fuel.”  
— *Fatuma, Refugee Mother, Kyangwali*



“The solar lanterns are a game-changer for us. We now have light in the evening to do business or charge our phones without the risk of fire.”  
— *Monica Kanyana, Femal Entrepreneur, Kyaka II*



“Before, energy was something we begged for. Now, it’s something we can build a business from.”  
— *Amina, Energy Cooperative Leader, Nakivale*

## Looking Ahead

To scale its impact, CEMA plans to:





- **Expand clean energy access to an additional 5,000 households** in Rhino Camp, Palabek, and Imvepi settlements by 2026.
- **Design gender-sensitive energy products**, such as larger cookstoves for communal meals and culturally adapted solar devices.
- **Strengthen cooperatives** by linking them to national distributors and micro-finance institutions, creating scalable energy ecosystems.
- **Integrate clean energy with food security**, using cooperatives to promote **climate-smart agriculture techniques** and energy-efficient irrigation.
- **Engage policy actors** to integrate refugee energy needs into Uganda's national clean energy and climate strategies.



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## SUSTAINABILITY AND ENVIRONMENTAL IMPACT

Environmental sustainability is a cross-cutting priority that underpins CEMA's programming and organizational values. In 2024, we took deliberate steps to reduce environmental degradation, promote renewable energy, and build climate-resilient communities—especially within refugee and host settings already facing significant ecological stress.

By embedding sustainable practices into program design, advocacy, and partnerships, CEMA not only responded to immediate community needs but also contributed meaningfully to Uganda's climate commitments and global Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy), SDG 13 (Climate Action), and SDG 15 (Life on Land).

### Key Environmental Achievements in 2024

#### Reduced Carbon Emissions through Clean Energy Access

- Distributed **2,000 clean cookstoves and solar lanterns**, replacing traditional open-fire cooking in refugee households.
- Estimated **CO<sub>2</sub> emissions reduced by over 3,800 tonnes** annually due to decreased firewood burning.
- Lowered exposure to indoor air pollution, benefiting women and children in particular.

#### Preservation of Natural Resources

- Through promotion of fuel-efficient technologies and briquettes, communities reported a **40% reduction in firewood collection**—helping preserve local vegetation and reduce deforestation near settlements.
- Conducted environmental awareness campaigns reaching over 6,000 people, focusing on reforestation, waste management, and ecosystem protection.

#### Eco-Friendly Program Infrastructure

- Integrated **sustainable building materials** in child-friendly spaces and DRR demo sites—including compressed earth blocks and recycled furniture.
- Introduced **biodegradable education kits** and reusable menstrual health materials in refugee learning programs to reduce plastic waste.

#### Strategic Partnerships for Green Solutions

To scale our environmental impact, CEMA collaborated with several organizations at the intersection of humanitarian response and environmental innovation:

- Partnered with **SolarAid Uganda** to improve access to off-grid lighting solutions in refugee households.
- Worked with **Green Bio Energy** to source clean briquettes and offer entrepreneurship training for youth and women.



- Coordinated with **NEMA** and district environmental officers to align reforestation and energy activities with national plans.
- Participated in the **Uganda National Climate Dialogue**, contributing grassroots insights on gender and displacement in environmental planning.

### **Advocacy for Climate Justice and Inclusion**

CEMA amplified the voices of women and displaced persons in environmental decision-making spaces:

- Trained **50 women leaders** in climate policy advocacy, enabling participation in sub-county and district planning meetings.
- Developed and launched a **Digital Advocacy Toolkit**, used by community groups to campaign on clean energy access, land use, and DRR.
- Facilitated 5 local government dialogues focused on **community-led climate adaptation** priorities.

### **Environmental Impact Snapshot (2023)**

Impact Area	Achievements
CO <sub>2</sub> Emissions Reduced	~3,800 tons/year
Firewood Collection Reduced	40% in targeted households
Clean Energy Access	2,000 households reached
Eco-Friendly Kits/Spaces Created	6 sites + 900 kits distributed
Community Climate Trainings Conducted	20 sessions across 3 refugee settlements

### **Our Commitment Moving Forward**

CEMA is committed to building on this foundation by:

- Expanding clean energy access through local cooperatives
- Supporting agroforestry and tree planting campaigns
- Integrating climate-smart technologies into all future programs
- Advocating for environmentally responsible humanitarian aid delivery

We recognize that the health of communities is intimately tied to the health of our planet—and we remain dedicated to ensuring that both thrive together.

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### **Policy and Systems Change Contributions**

One of the most significant ways CEMA creates lasting impact is through influencing the systems, policies, and frameworks that shape the lives of marginalized populations—especially refugees, women, and youth. In 2024, our advocacy, capacity-building, and community-led approaches led to meaningful shifts in local governance, national planning, and institutional practices.



These policy and systems changes are a testament to the credibility, trust, and technical rigor that CEMA brings to its work. Our engagement at both grassroots and policy levels ensures that community voices translate into actionable reform and inclusive development.

## ✂ Key Systems and Policy Influences in 2024

### 📍 1. District Adoption of Community-Driven DRR Models

- Through the Commonwealth Foundation-supported project, three districts—Yumbe, Kyegegwa, and Isingiro—**formally adopted the community-led DRR action plans** co-developed with refugee and host women.
- Local governments are now using these plans as templates for inclusion in District Disaster Preparedness and Contingency Planning.
- Women leaders trained by CEMA were invited to sit on local **Disaster Management Committees**, improving gender representation and accountability.

### 📄 2. Recognition of the Gender & Media Reporting Guide

- The **Ministry of Gender, Labour and Social Development** referenced CEMA's "Gender & Media Reporting Guide" in its 2025 national media engagement framework.
- Several regional media houses, including **Voice of the Refugee** and **Radio Pacis**, have formally adopted the guide's standards into their editorial policies.
- CEMA contributed to **training modules used by Uganda Media Council** to sensitize journalists on ethical, inclusive reporting.

### 🗳 3. Engagement in National and Regional Advocacy Platforms

- CEMA was invited to join the **National Climate and DRR Stakeholders' Coalition**, where we contributed policy briefs based on grassroots consultations in refugee settlements.
- Participated in the **East Africa Regional Forum on Displacement and Environmental Sustainability**, where CEMA presented a case study on gender-inclusive clean energy.
- Joined the **Uganda Civil Society Platform on Refugees and Migration**, influencing donor dialogues on localization and community-led funding mechanisms.

### 🗳 4. Input into UN and Donor Strategies

- As part of ongoing coordination with **UNHCR Uganda and OPM**, CEMA contributed insights into the **multi-sector needs assessment (MSNA)** and **Refugee Response Plan (RRP)** for 2025.
- CEMA's recommendations emphasized digital inclusion, menstrual health, and child protection in refugee settings—several of which were reflected in the final RRP draft.
- Provided technical input on gender-sensitive indicators used in donor proposals by humanitarian partners including NRC and CARE.

### 🗳 Shaping Systems Through Practice

Beyond policy advocacy, CEMA's operational models and tools have influenced institutional practices:



- Our **digital advocacy toolkit** was replicated by two partner CSOs in West Nile and Southwest Uganda to support youth-led campaigns.
- The **refugee clean energy cooperative model** is now being considered for replication under a government-private sector green innovation initiative.
- Our **community-based safeguarding protocols** were shared with NGOs under the **National Child Protection Working Group** and adapted into their training packages.

## Looking Ahead

CEMA is committed to expanding its influence on systems and policy by:

- Engaging more directly with parliamentary and sector working groups on gender and migration
- Strengthening data collection and evidence-building to inform national strategies
- Supporting community representatives to participate in donor roundtables and planning processes

Our goal is to ensure that refugee, women-led, and youth-driven perspectives are not only heard but shape how decisions are made, resources are allocated, and futures are built.

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## Cross-Cutting Themes

### Introduction

In 2024, CEMA's projects and initiatives were deeply informed by a series of **cross-cutting themes** that underpinned our work and guided our approach to addressing complex issues in refugee and marginalized communities. These themes shaped how we designed, implemented, and evaluated our programs, ensuring that they not only meet immediate needs but also contribute to **long-term resilience, empowerment, and sustainable development**.

### I. Gender Equality and Empowerment

Gender equality is a foundational principle of CEMA's work. In all our projects, we prioritize the empowerment of **women and girls**, who are often disproportionately affected by displacement, conflict, and environmental disasters. Our projects, particularly those focused on **climate advocacy, disaster risk reduction (DRR), media and clean energy**, embedded gender-transformative approaches that aimed to not only address the unique needs of women and girls but also challenge and change the systems that perpetuate gender inequality.

#### Key Gender-Responsive Activities:

- **Training and leadership development** for women in **climate advocacy** and **disaster risk reduction**.
- Distribution of **clean cookstoves** and **solar lanterns** to women-led households, recognizing the central role women play in energy management and domestic responsibilities.
- Increased representation of **women journalists** in media, encouraging gender-sensitive storytelling and ethical reporting.





#### Impact:

By integrating gender equality into the fabric of every project, CEMA has seen measurable improvements in **women's economic independence**, **increased agency** in decision-making, and the ability to **shape local policies** that affect their lives. In particular, women-led communities have emerged as strong leaders in advocating for climate change mitigation, disaster preparedness, and safe, inclusive education.

## 2. Child Protection and Education

The protection and education of children in displacement settings is another central theme in CEMA's approach. We recognize that children in refugee settlements are extremely vulnerable, not only to **trauma and exploitation** but also to **disrupted education**. As a result, ensuring that all children, especially girls, have access to **safe learning environments** and **psychosocial support** is integral to CEMA's mission.

#### Key Child-Centered Activities:

- **Establishment of child-friendly spaces** in refugee settlements to offer safe havens for learning and play.
- **Psychosocial support and trauma counseling** for children affected by violence, displacement, and loss.
- **Teacher training** on **child protection**, focusing on **trauma-informed care** and **inclusive education** practices.
- Community sensitization on the **rights of children** and **importance of education** for all.

#### Impact:

These child protection initiatives have led to improved **school attendance**, especially among **girls**, increased retention rates, and reduced **incidences of child abuse**. The establishment of **safe spaces** has empowered **communities** to protect their children from exploitation and violence, fostering **resilient families** and **safe learning environments**.

## 3. Environmental Sustainability and Climate Resilience

Environmental sustainability is at the heart of CEMA's work, particularly in response to the growing impact of climate change on refugee populations and their host communities. CEMA's **climate resilience initiatives** focus on both **adaptation** (e.g., sustainable energy solutions) and **mitigation** (e.g., reducing carbon emissions) by promoting **green technologies** and sustainable resource use in refugee settlements.

#### Key Environmental Sustainability Activities:

- **Clean energy distribution**, including **solar lanterns** and **clean cookstoves**, to reduce dependence on **biomass fuels**.
- Promotion of **energy cooperatives** within refugee communities to support long-term **sustainable energy access**.
- **Community awareness campaigns** on the **environmental impacts of deforestation** and **climate change** and how to mitigate these impacts through **clean energy solutions**.



**Impact:**

These interventions have resulted in significant **reductions in indoor air pollution**, decreased reliance on **wood and charcoal**, and a shift towards **more sustainable energy solutions**. By empowering **refugee communities** to take ownership of energy cooperatives and become part of the **clean energy supply chain**, CEMA has fostered long-term resilience to climate change while contributing to global **climate action goals**.

#### 4. Accountability and Transparency

CEMA is committed to ensuring **accountability** and **transparency** in all aspects of its operations. We recognize that the success of our projects depends on building trust with our communities, partners, donors, and other stakeholders. Throughout the year, we focused on strengthening our **internal systems** for accountability while also ensuring that all **project participants** had mechanisms through which they could provide feedback and report concerns.

**Key Accountability Activities:**

- **Organizational capacity building** focused on improving internal systems for **financial management, monitoring and evaluation (M&E), and reporting**.
- **Community feedback mechanisms**, including **hotlines** and **community dialogue sessions**, to allow beneficiaries to raise concerns or suggestions about program delivery.
- **Safeguarding policies** revised and operationalized to ensure the **protection of vulnerable populations**, particularly women and children, throughout our programming.

**Impact:**

CEMA's emphasis on accountability has contributed to **increased trust** among beneficiaries, donors, and partners, and has led to more effective project implementation. The establishment of **community feedback mechanisms** ensured that **programs remained relevant** and **responsive** to the evolving needs of refugee populations, while our strengthened internal systems have improved **financial and programmatic transparency**.

#### 5. Community Empowerment and Participation

CEMA's approach is grounded in the principle that **communities must be at the center of their own development**. We actively involve local populations in **decision-making, project planning, and implementation**, ensuring that **solutions are locally owned** and **context-specific**. Empowering communities—especially **youth, women, and marginalized groups**—is key to creating **sustainable change** and fostering **self-reliance**.

**Key Community Engagement Activities:**

- **Community consultations** to understand local priorities and needs.
- **Training of local leaders** in **advocacy, governance, and project management**.
- Establishment of **local committees** to oversee the implementation of projects, ensuring that community members play an active role in **monitoring progress** and **addressing challenges**.

**Impact:**

These efforts have led to stronger, more **cohesive communities** with increased ownership over



development initiatives. Local leaders trained through CEMA's programs have become **champions of community development**, advocating for their needs within and outside the refugee settlements. Moreover, community-driven solutions have proven to be more effective and sustainable, as they reflect the real needs and resources of the communities themselves.

### **Conclusion:**

CEMA's work in 2024 was underpinned by these **cross-cutting themes**, which have allowed us to design and implement more **holistic, inclusive, and sustainable programs**. By ensuring that gender equality, child protection, environmental sustainability, accountability, and community participation were integrated into every project, CEMA has contributed to the **resilience, dignity, and self-determination** of the communities we serve.

Looking forward, these themes will continue to guide our work as we expand our reach and deepen our impact across Uganda's refugee settlements and beyond.



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## PARTNERSHIPS AND COLLABORATIONS

### Introduction

At CEMA, we firmly believe that collaboration and partnerships are essential to achieving sustainable and impactful results. Throughout 2024, our work was enhanced through strategic partnerships with **local organizations, government bodies, donors, NGOs, and community leaders**. These collaborations allowed us to leverage resources, expertise, and local knowledge to implement projects that are responsive to the needs of refugee populations and marginalized communities.

By fostering strong, collaborative relationships, CEMA has been able to **amplify its impact**, expand its reach, and ensure the **sustainability** of its interventions. The following section outlines key partnerships and their role in driving the success of our initiatives.

### 1. Local Partnerships

Local partnerships are at the heart of CEMA's operations. We believe in working closely with **community-based organizations (CBOs), local leaders, and grassroots networks** who have deep knowledge and understanding of the specific challenges faced by refugee and host communities. In 2024, these partnerships allowed us to engage directly with communities, ensuring that our interventions were **contextual, culturally relevant, and locally owned**.

#### Key Local Partnerships and Activities:

- **Refugee Settlements Committees:** These community-led structures played a central role in the **implementation and oversight** of our programs, ensuring they reflected the priorities and realities of local populations.
- **Youth and Women's Groups:** Partnering with women's and youth organizations enabled us to reach marginalized groups and ensure **gender equality and youth empowerment** in all our projects.
- **Local Service Providers:** Collaboration with local health, education, and energy service providers enabled us to **integrate our interventions** into existing systems, enhancing **sustainability** and ensuring **service continuity**.

#### Impact:

These local partnerships have led to the **strengthening of community resilience** and the **empowerment of local actors**. **Local leaders and community groups** have become champions for change, actively contributing to **project planning, implementation, and monitoring**. This approach has built a sense of **ownership**, ensuring that initiatives are **sustained** beyond the project lifecycle.

### 2. Government Partnerships

CEMA's collaboration with **government agencies** has been critical to ensuring that our initiatives are aligned with national development goals and policies. In 2023, we worked closely with **Uganda's Ministry of Gender, Labour and Social Development, Ministry of Education and Sports,**



**Ministry of Environment**, and **Uganda Red Cross Society**, among others, to align our projects with the **National Development Plan** and the **Refugee Policy**.

#### **Key Government Partnerships and Activities:**

- **Joint Programming:** CEMA partnered with **local government offices** to deliver **education, child protection, and clean energy solutions** in refugee settlements. These partnerships ensured **coordination** and avoided duplication of efforts in service delivery.
- **Policy Advocacy:** We supported **government-led advocacy** efforts around **climate change, gender equality, and disaster risk reduction**, contributing local knowledge from refugee settlements to national policy dialogues.
- **Capacity Building:** CEMA collaborated with government departments to build the capacity of **local officials and service providers** in areas like **disaster response, climate advocacy, and gender-sensitive program implementation**.

#### **Impact:**

These government partnerships have helped ensure that CEMA's projects are integrated into national frameworks, increasing their **visibility and impact**. Furthermore, government collaboration has facilitated **policy changes** that support **refugee inclusion and sustainable development**. By working with **national stakeholders**, CEMA has been able to amplify the **advocacy efforts** of refugee communities, ensuring that their voices are heard at both local and national levels.

### **3. International and Development Partner Collaborations**

CEMA's ability to scale its programs and achieve broader impact in 2024 was also significantly enhanced by strategic collaborations with **international development organizations and donors**. These partnerships provided essential financial and technical resources that allowed CEMA to implement large-scale projects across refugee settlements, particularly in the areas of **climate action, gender equality, and energy access**.

#### **Key International Partnerships and Activities:**

- **Commonwealth Foundation:** Partnering with the **Commonwealth Foundation** enabled CEMA to **advance women's climate advocacy and disaster risk reduction (DRR)** strategies. The partnership supported the **training of 50 women leaders** and the development of **community-driven DRR plans**, enhancing local resilience to climate change.
- **United Nations High Commissioner for Refugees (UNHCR):** Through collaboration with **UNHCR**, CEMA supported **refugee children's education** by establishing **safe learning spaces** and providing **psychosocial support**, reaching over 1,000 children in the **Bidi Bidi and Nakivale settlements**.
- **The World Bank and International Renewable Energy Agency (IRENA):** These partnerships played a pivotal role in advancing **clean energy solutions** in refugee communities, particularly in **solar energy distribution** and the establishment of **energy cooperatives**.
- **European Union (EU) Delegation to Uganda:** The EU partnership helped strengthen **child protection mechanisms** in refugee settings through financial support for **community sensitization** campaigns and the training of **teachers and caregivers**.





**Impact:**

Through these international collaborations, CEMA benefited from **multi-year funding, technical expertise, and global best practices**, allowing us to implement **high-impact programs** that align with **global goals** such as the **Sustainable Development Goals (SDGs)**. These collaborations have not only extended CEMA's reach but have also **enhanced the quality and scope** of our interventions. With the support of **global partners**, CEMA has made tangible progress in **advancing gender equality, climate resilience, clean energy access, and refugee children's education**.

#### 4. Private Sector and Corporate Collaborations

Recognizing the important role that the **private sector** plays in promoting **sustainable development and innovation**, CEMA engaged with a variety of **corporate partners** in 2024. These collaborations focused on bringing **new technologies, sustainable products, and corporate social responsibility (CSR) initiatives** to support our work in refugee settlements and surrounding communities.

**Key Private Sector Partnerships and Activities:**

- **Solar Energy Companies:** Partnerships with solar technology companies enabled CEMA to provide **solar lanterns and clean cookstoves** to refugee households, with a focus on **affordable, renewable energy**.
- **Technology and Communication Firms:** These collaborations helped CEMA establish **digital tools for internal communication and documentation** within our teams, improving **organizational efficiency** and data management.
- **Corporate Sponsorships:** Corporate sponsors supported **capacity-building workshops and advocacy forums**, including events that brought together **women leaders and policymakers** to discuss **climate policy and disaster risk reduction**.

**Impact:**

Corporate partnerships have allowed CEMA to integrate **innovative solutions** into our programs, from **clean energy technologies to digital communication tools**. By working with **private sector players**, we've been able to bring **scalable solutions** to communities, reduce costs, and promote **sustainable business models** within refugee settlements.

#### 5. Strengthening Monitoring and Evaluation (M&E) through Partnerships

To ensure that our programs are effective and impactful, CEMA has worked with several **research institutions and M&E experts** to strengthen our ability to assess, monitor, and evaluate program outcomes. These collaborations have helped us integrate **data-driven decision-making and evidence-based practices** into our operations.

**Key M&E Partnerships and Activities:**

- Collaboration with **universities and research organizations** to conduct **impact assessments and longitudinal studies** on the effectiveness of our programs, particularly in the areas of **climate change and gender equality**.



- Partnerships with **data analytics firms** to develop more efficient systems for **data collection** and **reporting** on program outcomes.

#### Impact:

These partnerships have ensured that CEMA's programs are continuously **improved** based on real-time feedback and **evidence**. The enhanced **M&E systems** have allowed for better **accountability, transparency, and learning**, leading to **improved programmatic outcomes** and greater **resource optimization**.

#### Conclusion

Partnerships are integral to CEMA's success and sustainability. Through our collaborations with **local, national, and international stakeholders**, we have been able to **maximize our impact**, enhance **community engagement**, and ensure that our programs are aligned with the needs of those we serve. As we move forward, CEMA remains committed to **building and expanding partnerships** that drive **shared goals** and contribute to **sustainable, positive change** in refugee and marginalized communities.

## MONITORING, EVALUATION, AND LEARNING (MEL)

### Introduction

Effective **Monitoring, Evaluation, and Learning (MEL)** is central to CEMA's approach to ensuring the quality, impact, and sustainability of our programs. MEL allows us to measure the **success of our interventions**, track **progress** against **strategic goals**, and **adapt our strategies** based on **evidence** and **feedback**. In 2024, CEMA continued to prioritize MEL as a tool for **continuous improvement, accountability, and learning**, ensuring that we are delivering the highest quality services to the communities we serve.

This section provides an overview of CEMA's MEL framework, key activities, achievements, challenges, and the ways in which **data-driven insights** are helping us shape the future of our work.

### I. MEL Framework and Approach

CEMA's MEL framework is built on the principles of **transparency, accountability, and participatory learning**. We believe that **ongoing monitoring** and **rigorous evaluation** are essential to ensuring that our projects are **responsive to the needs** of the communities we serve and that we can **demonstrate measurable impact**.

Key components of our MEL approach include:

- **Data Collection and Monitoring:** Systematic collection of **quantitative** and **qualitative data** throughout the lifecycle of each project to track inputs, outputs, outcomes, and **impacts**.



- **Mid-Term and Final Evaluations:** Comprehensive evaluations conducted at **mid-term** and **end-line** stages to assess whether projects have met their intended goals and to provide recommendations for future improvements.
- **Participatory Learning:** Involving **community members, beneficiaries, and local partners** in the evaluation process, ensuring that **their voices** are included in the **assessment** of project success.
- **Adaptive Management:** Using evaluation findings to make real-time adjustments to programs, ensuring that CEMA remains **responsive to changing conditions** and **emerging needs**.

## 2. Key MEL Activities in 2024

In 2024, CEMA implemented a variety of MEL activities across its projects to track progress, measure results, and identify areas for improvement. These activities were designed to ensure that our interventions are **impactful, efficient, and sustainable**.

Key MEL activities included:

- **Baseline Surveys and Needs Assessments:** At the start of new projects, CEMA conducted **baseline surveys** to gather **key data** on the situation, needs, and aspirations of **target communities**, establishing benchmarks for measuring change.
- **Monitoring Field Visits:** Regular **field visits** by CEMA's MEL team helped to monitor project implementation, ensure that activities were being carried out as planned, and identify any challenges or barriers to success.
- **Data Management Systems:** CEMA invested in **digital tools** to enhance data collection and management, improving the **accuracy, efficiency, and timeliness** of monitoring efforts. These tools allowed real-time data access, enabling quicker decision-making and **adaptive responses**.
- **Quarterly and Annual Reviews:** Regular **review meetings** were held to assess the progress of ongoing projects, using **key performance indicators (KPIs)** to measure success and identify areas for improvement.
- **Feedback Mechanisms:** CEMA strengthened its **community feedback mechanisms**, including **surveys, focus groups, and community meetings**, to gather feedback on project implementation and beneficiary satisfaction. This participatory approach ensured that our work remained **relevant, effective, and accountable**.

## 3. Achievements in Monitoring and Evaluation

In 2024, CEMA made significant strides in enhancing our MEL practices, leading to improved project outcomes and a deeper understanding of our work's impact. Some of the key achievements include:

- **Improved Data Quality:** Through the implementation of **digital data collection tools**, we achieved higher accuracy and consistency in our data, enabling us to better track project performance and make more informed decisions.
- **Enhanced Stakeholder Engagement:** The involvement of **community members and local stakeholders** in **monitoring and evaluation** processes increased the **relevance and impact** of our programs. By incorporating feedback into our programming, we ensured that projects were **contextually appropriate** and that our interventions met the **real needs** of beneficiaries.
- **Timely Adaptations:** Based on regular **mid-term evaluations** and ongoing monitoring, CEMA was able to make **adaptive changes** to several projects, ensuring that we remained



responsive to **changing needs** and **emerging challenges**. For example, in the **Refugee Children Support Project**, we adjusted the **training content for teachers and caregivers** based on feedback regarding the **psychosocial needs** of children in the settlement.

- **Evidence-Based Decision Making:** MEL activities contributed directly to more **strategic decision-making**. Evaluation results provided **clear evidence** of what worked well, what didn't, and why, enabling us to **scale successful interventions** and **modify** or **discontinue** less effective ones.

#### 4. Key MEL Outcomes and Impact

CEMA's robust MEL framework provided valuable insights into the **impact** of our programs. The data gathered through **monitoring** and **evaluation** efforts in 2024 demonstrated significant improvements in the lives of the **refugee communities** we serve, especially in the areas of **education, gender equality, and sustainable energy access**.

- **Enhanced Learning Outcomes for Refugee Children:** The **Refugee Children Support Project** showed improvements in **school attendance** and **learning outcomes**, especially for **girls**. Evaluations revealed that the provision of **safe learning spaces** and **psychosocial support** led to increased **school retention rates** and improved **emotional wellbeing** among children.
- **Increased Participation of Women in Climate Advocacy:** The **Commonwealth Foundation – Advancing Women's Climate Advocacy and DRR Project** demonstrated the transformative impact of **training women in climate policy advocacy** and **disaster preparedness**. Evaluations revealed that women leaders who participated in the program were **more confident** in advocating for **climate-resilient policies** and were seen as **credible leaders** in their communities.
- **Positive Environmental Impact from Clean Energy Projects:** The **Refugees Clean Energy Project** demonstrated a clear reduction in **indoor air pollution** and **firewood dependency**, contributing to improved **health outcomes** for households using **solar lanterns** and **clean cookstoves**. Monitoring data confirmed that **2000 households** gained access to **clean energy solutions**, leading to a **measurable improvement** in **environmental health**.

#### 5. Challenges and Lessons Learned

Despite the successes, CEMA faced some challenges in implementing its MEL activities in 2024. These challenges provided valuable lessons that will inform our future MEL strategies.

- **Data Collection in Remote Areas:** Collecting accurate data in **remote refugee settlements** posed logistical challenges due to **accessibility issues** and **poor internet connectivity**. To overcome this, CEMA will explore **offline data collection tools** and improve **field logistics** in the coming year.
- **Monitoring Complex, Multi-Partner Projects:** In some cases, managing MEL across **multi-partner initiatives** proved challenging, particularly when **coordination** between partners was less than optimal. In the future, CEMA will work to establish clearer **roles and responsibilities** and improve **communication** and **data sharing** with all partners.
- **Beneficiary Feedback and Participation:** While feedback mechanisms were successfully established, ensuring **meaningful beneficiary participation** in **evaluation processes** remains an area for improvement. In future projects, CEMA will explore **new ways to engage**





**beneficiaries** throughout the **evaluation process**, particularly in **data collection** and **interpretation**.

## 6. Moving Forward: Enhancing MEL for Greater Impact

As we look toward 2025, CEMA is committed to continuing its **investment in MEL** to drive better program outcomes, strengthen accountability, and promote **learning** across the organization. In the coming year, we plan to:

- **Enhance MEL capacity** by providing **training** for staff and partners on **data collection, analysis, and evaluation techniques**.
- Improve **real-time monitoring** through the integration of **advanced data analytics** tools.
- Expand **participatory MEL practices**, ensuring that community feedback is more actively incorporated into **project design** and **decision-making**.
- Continue to **refine our adaptive management practices**, making sure that CEMA remains **flexible** and **responsive** to emerging needs and opportunities.

## Conclusion

Monitoring, Evaluation, and Learning (MEL) is central to CEMA's commitment to delivering **effective, accountable, and impactful programs**. Through our continuous focus on **data-driven decision-making, adaptive management, and participatory evaluation**, we ensure that we are not only meeting the immediate needs of **refugee populations** but also building **long-term resilience** and **sustainability** in the communities we serve. As we move forward, CEMA remains committed to using MEL as a tool for **learning, growth, and positive change**.

## FINANCIAL OVERVIEW

### Introduction

A solid financial foundation is essential for the success and sustainability of CEMA's operations. This section provides an overview of the financial health and performance of CEMA for the year ended 31 December 2024. It offers insights into the organization's income, expenditures, and financial management practices, highlighting how resources have been utilized to support our programs, maximize impact, and ensure **transparency** and **accountability** in all financial operations.

CEMA adheres to stringent financial management standards to ensure that all funds are used efficiently, effectively, and in alignment with donor agreements and organizational goals. Our financial approach prioritizes **stewardship, accountability, and responsibility** in the use of resources, with a focus on ensuring **long-term financial sustainability** for the organization.

### I. Financial Performance Overview

In 2024, CEMA's total **income** and **expenditures** reflected both **growth** in funding and the **expansion** of our programming across various sectors, including **climate resilience, gender equality, refugee support, and clean energy**. A summary of the key financial figures for the year is presented below:



- **Total Income:** CEMA generated a total income of **US\$450,029** in 2024. This includes funding from **grants, donations, partnerships, and earned income** through our **subletting of space, membership fees and social enterprises**.
- **Total Expenditure:** Total expenditure for the year was **US\$447,742**, representing a **7% increase** compared to 2023. This increase was driven by the **scaling up of key programs**, including those focused on **women's climate advocacy, refugee children's education, and clean energy solutions**.
- **Program Expenditures:** The majority of our expenditures were directed towards **programmatic activities**, accounting for **83% of total expenses**. This reflects our commitment to channeling resources directly into **impactful interventions** for the communities we serve.
- **Non-programmatic expenses:** Non-programmatic costs accounted for **17%** of total expenditure. CEMA continues to focus on improving **operational efficiency** while ensuring sufficient investment in **fundraising** to sustain and expand our programs.

## 2. Breakdown of Income Sources

CEMA's income for 2024 came from a diverse range of sources, ensuring a stable and sustainable funding base. The key income sources are detailed below:

- **Grants and Donor Contributions:** The largest portion of CEMA's income, amounting to **US\$383,842**, was received from **international donors, bilateral agencies, and foundations** supporting our humanitarian, climate, and gender equality projects. Notable grants included those from the **Commonwealth Foundation, Action for Policy and Institutional Reform (API), International Centre for Not-for-Profit Law (ICNL)** and **Commonwealth Foundation**.
- **Corporate Partnerships and Individual Donations:** CEMA successfully secured **US\$81,739** in **corporate donations and Individual Donations**, primarily from organizations in the **renewable energy, charities and individual philanthropists**. These partnerships helped fund our **Refugees Clean Energy Project** and **refugee children support initiatives**.
- **Earned Income:** CEMA generated **US\$2,416** in revenue through our **subletting, member contributions, and social enterprises**.

## 3. Expenditure Breakdown

CEMA maintains a strong focus on ensuring that the **majority of our funds** are spent directly on **program activities** that benefit the communities we serve. Below is a breakdown of our major expenditure categories:

- **Programmatic Expenditures:**
  - **Refugee Children Support Project: US\$19,811** was allocated to establishing safe learning spaces, providing **trauma counseling**, and distributing **education kits** to refugee children.
  - **Women's Climate Advocacy and DRR: US\$70,105** funded **training** for **50 women leaders** in climate policy and disaster risk reduction, as well as the development of **community-driven DRR action plans**.
  - **Media and Gender Equality Project: US\$32,774** was allocated to promoting gender-inclusive media engagement and legal awareness among refugee



- communities, particularly empowering women to participate in civic discourse through digital platforms and community radio
- **Refugees Clean Energy Project: US\$58,506** was dedicated to providing **solar lanterns, clean cookstoves**, and training programs on **clean energy entrepreneurship**.
- **Institutional Strengthening: US\$24,987** was invested in **staff training, policy development**, and the establishment of **digital tools** to enhance internal operations and governance.
- **Administrative and Overhead Costs:**
  - **Salaries and Benefits: US\$34,918** was spent on **staff salaries and benefits**, ensuring that CEMA's team has the resources and support needed to execute programs effectively.
  - **Operational Costs: \$11,451** covered **office space, governance expenses**, and **membership fees** necessary for the smooth functioning of the organization.

#### CEMA Income and Expenditure Statement for the year Ended 31 December 2024

Income	UGX
Grant Income	1,384,135,360
Non-Grant Income	238,670,753
<b>Total Income</b>	<b>1,622,806,113</b>
Expenditure	UGX
Project Expenditure	1,461,358,678
Non-Project Expenditure	153,200,400
<b>Total Expenditure</b>	<b>1,614,559,078</b>
<b>Surplus for the Year</b>	<b>8,247,035</b>

#### 4. Financial Management and Internal Controls

CEMA adheres to strict **financial management procedures** and **internal controls** to ensure **transparency** and **accountability** in the use of funds. These procedures are regularly reviewed and updated to align with best practices and regulatory requirements.

Key financial management practices include:

- **Independent Auditing:** CEMA's financial statements for 2024 were audited by an **independent third-party auditor**, ensuring that all financial records are accurate and that resources have been used appropriately.
- **Donor Compliance:** We ensure compliance with the **terms and conditions** of all donor agreements and have maintained strong relationships with donors to ensure transparency in the use of their funds.
- **Budgetary Oversight:** CEMA's finance team works closely with program managers to ensure that expenditures are closely monitored, and that programs operate within their allocated budgets.

#### 5. Financial Sustainability and Future Outlook

CEMA is committed to maintaining a diverse and sustainable funding base to ensure the continuity of our programs in the future. In 2023, we have made strategic investments in **fundraising capacity**



and **diversifying income streams**, including exploring **corporate sponsorships** and **social enterprises** to generate additional income for our programs.

Looking ahead to 2025, CEMA aims to:

- **Expand our fundraising base** by deepening relationships with **current donors** and actively seeking new funding opportunities, particularly in the areas of **climate resilience** and **refugee support**.
- **Diversify income sources** by increasing revenue from **training programs, consultancies, and strategic partnerships** with businesses and **foundations**.
- Strengthen the **financial sustainability** of our programs by building reserves and ensuring that CEMA is well-positioned to weather future economic uncertainties.

## 6. Conclusion

CEMA's financial position in 2024 demonstrates the strong financial stewardship that underpins our work. Our funding sources are diverse and stable, and our expenditure remains aligned with the core mission of delivering **impactful, sustainable programs**. By adhering to rigorous financial management practices and continuing to diversify our income sources, CEMA is well-positioned for continued growth and success in the coming years. We are committed to maintaining **transparency, accountability, and efficiency** in managing resources, ensuring that we can **maximize the impact** of every dollar spent in service of our mission.

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## CHALLENGES AND LESSONS LEARNED

### Introduction

While CEMA has made significant strides in implementing impactful programs in 2024, we have encountered several challenges that have provided valuable lessons. These challenges have helped us refine our strategies, adapt our approaches, and improve our overall effectiveness. In this section, we reflect on the key obstacles faced, the lessons learned, and how these insights are shaping the future of our work.

### I. Challenges in Program Implementation

#### I.1. Operational Difficulties in Remote Areas

CEMA's work in **refugee settlements** and **remote regions** of Uganda posed significant logistical and operational challenges. The **Bidi Bidi, Kyaka II, and Nakivale refugee settlements**, while highly impactful, are often difficult to access due to poor **infrastructure, limited transport options, and unpredictable weather conditions**. These challenges hindered timely project delivery and monitoring efforts.

- **Lesson Learned:**
  - **Improved Logistics and Planning:** Moving forward, CEMA will strengthen **logistical planning** and establish better **communication channels** with **local partners** to ensure **timely access** to remote areas. We will also explore the use of **drones** and **mobile technologies** for more efficient data collection and monitoring in hard-to-reach locations.
  - **Contingency Planning:** By incorporating more robust **contingency plans** into our project designs, we will be better prepared for **unexpected delays** caused by logistical challenges, such as road closures or weather disruptions.

#### I.2. Community Engagement and Buy-In

In some projects, particularly those focused on **gender equality** and **climate advocacy**, engaging local communities, especially **male stakeholders**, proved challenging. While we successfully trained **women leaders** and **empowered female voices**, we encountered resistance in certain communities, particularly where **traditional gender roles** were deeply entrenched.

- **Lesson Learned:**
  - **Inclusive Engagement Strategies:** To overcome resistance, CEMA will adopt more **inclusive community engagement strategies**, involving **men and boys** early in the process to foster **gender-sensitive discussions**. This approach ensures that both men and women are **active participants** in **advancing gender equality** and **climate advocacy**, helping to create **holistic change** in communities.
  - **Culturally Tailored Approaches:** We will continue to **customize programs** to align with **local cultural norms** and seek **community consensus** to promote **acceptance** of new ideas and approaches, particularly around **women's roles** in **climate resilience** and **disaster risk reduction (DRR)**.



### 1.3. Inconsistent Availability of Funding

Despite strong partnerships with **donors** and **foundations**, the availability of funding for some of our programs was inconsistent, particularly for projects with **long-term timelines** or those that required **multiyear commitments**. This inconsistency impacted the **continuity of services** and limited our ability to scale programs quickly.

- **Lesson Learned:**

- **Diversification of Funding Sources:** CEMA will continue to diversify our funding streams to include not only **donor funds** but also **corporate partnerships**, **individual giving**, and **income-generating activities**. This will provide a more **stable financial base** for ongoing programs.
- **Early-Stage Planning for Sustainability:** We will prioritize the inclusion of **sustainability strategies** in our project designs, seeking **multiyear funding commitments** and **partnerships** that can support long-term programming goals. Additionally, we will explore opportunities for **social enterprises** or **income-generating activities** within refugee communities that can reduce reliance on external funding.

## 2. Organizational and Capacity Challenges

### 2.1. Staff Capacity and Retention

As CEMA continues to expand its programs, the demand for skilled personnel has increased. At times, our existing staff capacity did not fully meet the **increasing scope** and **complexity** of our projects. The challenge of attracting and retaining highly skilled **specialized staff** in **remote areas** also emerged.

- **Lesson Learned:**

- **Investing in Staff Development:** CEMA recognizes that building **staff capacity** is crucial for the organization's **growth** and **impact**. In the coming year, we will enhance our **professional development programs** and invest in **remote learning opportunities**, ensuring that our team has the necessary skills to meet the demands of their roles.
- **Strengthening Recruitment Processes:** We will continue to **strengthen our recruitment strategies**, with a focus on hiring local talent with a strong understanding of the challenges and opportunities within **refugee communities**. Additionally, we will prioritize **staff retention** by offering competitive salaries, **career development opportunities**, and a **supportive work environment**.

### 2.2. Limited Technological Infrastructure in the Field

While CEMA made significant investments in **digital tools** for **data collection** and **communication**, many of our field locations still suffer from **limited internet connectivity** and **technical infrastructure**. This has occasionally slowed **real-time data collection** and **decision-making** processes.

- **Lesson Learned:**

- **Expanding Technological Solutions:** CEMA will continue to explore **offline data collection tools** and invest in **technology solutions** that do not rely on internet access. Additionally, we will strengthen **partnerships** with



**telecommunication providers** to improve **internet connectivity** in remote areas, facilitating more efficient **field monitoring** and **evaluation** activities.

- **Adaptation to Local Infrastructure:** In areas with limited infrastructure, we will ensure that **technological tools** are adaptable to **local realities** and can function in **low-tech environments**.

### 3. Lessons from Program Implementation and Impact

#### 3.1. Importance of Adaptive Management

Many of our projects faced changing circumstances and evolving community needs throughout the year. From shifting climate patterns to **new refugee influxes**, the landscape of our work was fluid, requiring **adaptation** to meet emerging challenges.

- **Lesson Learned:**

- **Agile Program Management:** CEMA will continue to use **adaptive management** techniques to remain flexible and responsive to the **changing context**. We will invest in **real-time monitoring** and **feedback loops** that allow us to adjust programs quickly in response to new developments, ensuring that **program goals** remain aligned with **community needs** and **external factors**.
- **Regular Program Reflection:** We will continue holding **quarterly program review meetings** and encourage our teams to assess their work regularly, ensuring we can **pivot** when needed to maintain **maximum impact**.

### 4. Moving Forward: Leveraging Lessons for Greater Impact

The challenges faced in 2024 have provided critical insights that will guide CEMA's work in 2025 and beyond. We are committed to using the lessons learned to make informed decisions, improve operational practices, and enhance program delivery. By **addressing the gaps** in **capacity**, **resources**, and **community engagement**, CEMA will continue to increase its **efficiency**, **effectiveness**, and **sustainability**.

Key strategies moving forward include:

- **Strengthening Local Partnerships** to enhance **community engagement** and foster **sustainable local solutions**.
- **Increasing Investment in Staff Development** to ensure our team has the necessary skills and tools to **adapt** to changing program requirements.
- **Enhancing Financial Sustainability** through **diverse funding sources**, reducing reliance on **short-term donor funding**.
- **Improving Technological Integration** to support **data-driven decision-making** and **real-time program management**.

### Conclusion

While challenges are an inevitable part of any organization's growth, CEMA's ability to learn from these obstacles and implement necessary changes has allowed us to improve our **program delivery**, **financial management**, and **organizational efficiency**. The lessons learned in 2024



will strengthen our **ability to respond** to future challenges and position us to **achieve greater impact** in the years ahead.





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## FUTURE DIRECTIONS (2024 OUTLOOK)

### Introduction

As CEMA reflects on the successes and challenges of 2024, we are excited to look ahead to the opportunities and ambitions that 2025 holds. Building on the strong foundation laid over the past year, we are committed to scaling our impact, adapting to evolving needs, and deepening our engagement with communities, partners, and stakeholders. This section outlines our key **strategic priorities, programmatic goals, and organizational objectives** for 2025, all aimed at advancing CEMA's mission and vision for the future.

### I. Scaling Programmatic Impact

#### I.1. Expanding Refugee Support and Education Initiatives

In 2025, CEMA aims to scale up our support for refugee children and youth through targeted educational initiatives, expanding safe learning spaces, and integrating trauma-informed approaches into our curriculum. With the challenges of displacement affecting a growing number of refugees, CEMA will deepen its commitment to quality education **and** psychosocial support.

- **Key Objectives for 2025:**
  - Enroll 2,000 children in safe, child-friendly learning environments, focusing on inclusive education for girls and children with disabilities.
  - Strengthen community-based child protection networks to ensure greater safeguarding for vulnerable children.
  - Implement e-learning solutions for remote education, ensuring continuity even in areas with limited access to physical schooling facilities.

#### I.2. Strengthening Women's Climate Resilience and Advocacy

Building on the success of the Advancing Women's Climate Advocacy and DRR Project, CEMA will continue to empower women leaders to advocate for gender-responsive climate policies and enhance their disaster risk reduction (DRR) capacities. Given the increasing impacts of climate change on vulnerable communities, gender-transformative approaches will remain central to our work.

- **Key Objectives for 2024:**
  - Train an additional 100 women leaders **in** climate advocacy **and** disaster preparedness, focusing on local government engagement.
  - Develop and implement community-led DRR action plans **in** 5 new communities.
  - Increase visibility and representation of women in climate policy decision-making through advocacy forums, media campaigns, and dialogues with policymakers.

#### I.3. Promoting Clean Energy Solutions for Refugee Communities

CEMA's Refugees Clean Energy Project has already shown the transformative impact of providing sustainable energy solutions to refugee communities. In 2024, we will expand our efforts to include clean energy entrepreneurship training for both women and youth, as well as the creation of community energy cooperatives to ensure the long-term sustainability of the initiatives.



- **Key Objectives for 2024:**

- Expand access to **clean energy technologies** (e.g., solar lanterns, cookstoves, fuel briquettes) to **5,000 refugee households**.
- Train **200 women and youth** in **clean energy product distribution, maintenance, and entrepreneurship**.
- Strengthen **local cooperatives** to support **energy solutions**, creating pathways for **green livelihoods** and **economic empowerment**.

## 2. Enhancing Organizational Capacity and Sustainability

### 2.1. Institutional Strengthening and Policy Development

As CEMA continues to grow, strengthening our **internal systems** and **organizational structures** will remain a priority. In 2025, we will focus on the development of more **robust financial** and **operational systems**, ensuring that the organization is well-positioned for future challenges and opportunities.

- **Key Objectives for 2025:**

- Finalize the **revision and implementation** of core institutional policies (HR, finance, procurement, safeguarding) across all levels of operation.
- Introduce a **digital project management system** to enhance internal documentation, communication, and reporting.
- Provide **advanced leadership and governance training** for staff and board members to ensure strong organizational oversight and accountability.

### 2.2. Financial Sustainability and Diversification

Sustaining and growing CEMA's financial health is a key goal for 2025. This includes diversifying income sources, expanding **fundraising efforts**, and ensuring that all programs have a **long-term funding base**. With fluctuating donor funding patterns, it is crucial that CEMA builds more **resilient** and **self-sustaining** financial mechanisms.

- **Key Objectives for 2025:**

- Secure **multiyear commitments** from existing and new donors, ensuring **financial stability** for long-term projects.
- Diversify income sources by expanding **corporate partnerships, individual giving, and earned income** through **consultancies** and **training programs**.
- Establish an **emergency fund** to ensure continuity of operations during **funding shortfalls** or **unexpected financial crises**.

## 3. Strengthening Partnerships and Collaboration

### 3.1. Expanding Donor and Corporate Partnerships

CEMA recognizes the importance of strong, strategic partnerships to achieve our goals. In 2025, we will focus on deepening relationships with **key donors, foundations, international agencies, and corporate partners**.

- **Key Objectives for 2024:**

- Strengthen relationships with **current donors** to secure **long-term programmatic support**.



- Build new partnerships with **corporate entities** involved in **sustainability** and **social responsibility**, focusing on **green energy** and **climate resilience**.
- Collaborate with **government agencies** and **local NGOs** to scale up programmatic efforts and ensure **greater impact** at the national level.

### 3.2. Engaging Communities and Local Stakeholders

Our work is most effective when it is **community-driven** and deeply rooted in local contexts. In 2024, CEMA will enhance its efforts to **engage local communities** and **stakeholders** in program development and implementation.

- **Key Objectives for 2025:**
  - Increase **community consultation** processes at the start of each program to ensure that **local needs** are prioritized.
  - Develop **community advisory boards** for key projects, ensuring that local voices are heard and incorporated into decision-making processes.
  - Strengthen **community-based monitoring and evaluation** systems to improve **accountability** and **feedback loops** within programs.

## 4. Embracing Technology and Innovation

### 4.1. Leveraging Technology for Program Delivery and Monitoring

CEMA recognizes the transformative potential of **technology** to enhance **program efficiency**, **reach**, and **impact**. In 2025, we will further invest in **digital tools** for **monitoring**, **data collection**, and **communication**, particularly in remote or **low-connectivity areas**.

- **Key Objectives for 2025:**
  - Expand the use of **mobile-based technologies** for **real-time data collection** and **program monitoring**.
  - Develop and implement **online training modules** to reach a wider audience, particularly in **remote refugee settlements**.
  - Explore the use of **artificial intelligence** and **machine learning** to improve the accuracy and speed of **data analysis** and **decision-making** in programs.

## 5. Addressing Emerging Global Challenges

### 5.1. Responding to Global Crises and Emerging Needs

As CEMA continues to evolve, we must remain agile in responding to **emerging global challenges**, such as **climate change**, **conflict-induced displacement**, and **pandemic recovery**. In 2024, we will prioritize flexibility and **rapid response capabilities** to support vulnerable communities in times of crisis.

- **Key Objectives for 2025:**
  - Strengthen CEMA's **crisis response capacity** through the establishment of a **rapid response team** for humanitarian emergencies.
  - Support **refugee communities** in crisis situations by expanding **emergency education**, **healthcare**, and **clean energy** initiatives.
  - Partner with international agencies and governments to ensure a **coordinated response** to **global challenges**.



## Conclusion: Moving Forward with Purpose

As we enter 2025, CEMA is committed to maintaining its focus on **impact, innovation, and sustainability**. By scaling up our **programs**, strengthening our **organizational capacity**, diversifying our **funding base**, and expanding our **partnerships**, we will continue to create **lasting change** for vulnerable communities across Uganda and beyond.

The road ahead is filled with both opportunities and challenges, but CEMA's **dedication to its mission** and the lessons learned from the past year will guide our way forward. Together with our **partners, donors, and community stakeholders**, we look forward to achieving even greater success in 2025, making **a lasting difference** in the lives of those who need it most.

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## TESTIMONIALS AND SUCCESS STORIES

Human stories lie at the heart of CEMA's mission. Beyond the numbers and metrics, it is the lived experiences of individuals and communities that truly capture the impact of our work. In 2024, we witnessed powerful transformations—children returning to school, women leading climate advocacy efforts, refugee families gaining access to clean energy, and journalists becoming champions of gender equality. The following testimonials and stories bring to life the meaningful change we are striving to create every day.

### A New Light: Amina's Journey with Clean Energy in Nakivale

*"Before the solar irrigation kit, I struggled to water my garden, especially during the dry season. My vegetables would dry up, and feeding my children became difficult. Since receiving the kit, I can irrigate regularly, and my harvests have doubled. Now, I sell some of the produce at the market and save money for school fees. I feel empowered and hopeful for the future."*



— Amina, 34, Refugee Farmer, Nakivale Settlement







Halima is one of 100 women who participated in CEMA's Clean Energy Entrepreneurship training in 2024. Through access to solar kits and business support, she now runs a small energy kiosk, providing clean energy products to over 60 households. Her story reflects the intersection of environmental sustainability, women's empowerment, and livelihood creation.

### Healing Through Learning: Sarah's Safe Space Experience

*"When we arrived from South Sudan, I was withdrawn, scared of loud noises, and refused to go near other children. I have seen terrible things. But after joining the learning center, I am changed. I play, I am now one of the most active students in class."*



— **Sarah**, Bidi Bidi Early Childhood Care and Education Centre.

Through CEMA's Refugee Children Support Project, Sarah was enrolled in a child-friendly space that offers psychosocial support, structured play, and learning. Trained caregivers helped her process trauma and build resilience. Today, Sarah is thriving emotionally and academically—a testament to the power of safe and nurturing environments for children in displacement.

### Rising Voices: Nancy Leads Climate Action in Kyaka II

*"I used to think climate change was only for government people to talk about. But after the CEMA training, I understood how it affects us as women—the floods, the crop losses. I helped my group develop a disaster plan and even spoke at the district meeting. They listened. I've found my voice."*





— **Nancy Achan**, 34, Women Climate Advocate, Kyaka II Refugee Settlement

Nancy is among the 50 women trained in CEMA's Commonwealth Foundation-supported climate advocacy initiative. She has since led her community's Disaster Risk Reduction (DRR) planning and facilitated dialogue between women leaders and local officials. Her leadership has inspired other young women to participate in decision-making processes around climate and disaster response.

#### Breaking Barriers: Grace's Path in Media Fellowship

*"As a young woman in journalism, I often felt invisible—my stories didn't get airtime. But through CEMA's media fellowship, I was mentored, supported, and challenged to use my voice for change. Today, I'm producing a radio segment on gender-based violence that reaches hundreds weekly."*

— **Grace Tumusiime**, 24, Media Fellow, Kampala

Grace's journey exemplifies the impact of empowering young women in male-dominated sectors like journalism. Through the Media and Gender Equality Project, she received technical training, editorial mentorship, and a platform to elevate stories that challenge harmful gender norms.

#### Strength in Systems: Testimony from a Staff Member

*"The training we received on financial management and M&E changed how we approach our work. We no longer just implement—we plan, monitor, reflect, and improve. I feel more confident in ensuring that every dollar spent creates real impact for our beneficiaries."*



— **Claire Nansubuga**, Program Officer, CEMA

Institutional strengthening is often invisible to the outside world, but its effects ripple across every program. Staff testimonies like John's highlight how building internal capacity has led to greater professionalism, transparency, and efficiency in CEMA's service delivery.



## Board Perspective: A Governance Milestone

*"Joining the governance workshop opened my eyes to our responsibilities as board members—not just oversight, but active stewardship. We've since restructured our board processes, improved our risk management, and are now better aligned with the organization's growth strategy."*



— **Mr. Ismail Ruhweza**, Board Member, CEMA

CEMA's investment in board training has strengthened leadership at the highest level, improving strategic oversight and institutional resilience. Mary's reflection underscores the value of strong governance in ensuring organizational sustainability.

## Collective Voice: Community Reflections on Participation

*"It's the first time an NGO asked us to sit down and decide what was most important to us. We developed our own DRR plan. Now, when it rains too much or there's a fire risk, we know what to do. We're not just recipients—we are part of the solution."*

— **Community Leader**, Yumbe District

Inclusive participation is central to CEMA's methodology. Whether in climate adaptation, education, or energy, we engage communities not just as beneficiaries but as co-creators of sustainable solutions. These local voices echo a broader commitment to equity, dignity, and community-led development.

These stories not only remind us of the human impact behind our programs, but also serve as powerful motivators as we look to the future. Every life touched, every skill built, and every voice amplified is a step toward a more just, empowered, and resilient society.

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## CASE STUDIES

### Case Study I: From Trauma to Triumph – Rebuilding Childhood Through Safe Learning Spaces

**Name:** Musa (8 years old)

**Location:** Bidi Bidi Refugee Settlement

**Program:** Refugee Children Support Project

**Background:**

Sarah fled conflict in South Sudan with his mother and siblings. He arrived in Uganda traumatized,



withdrawn, and exhibiting signs of post-traumatic stress disorder (PTSD). Her mother, Hamidah, shared that Sarah would not speak for days and was afraid of loud noises or strangers.

**Intervention:**

Sarah was enrolled in one of CEMA's safe learning and play spaces. These spaces are designed to offer psychosocial support, trauma-informed teaching methods, and structured play that promotes healing and social integration. Her caregivers received training in trauma response and child protection.

**Results:**

After three months of consistent attendance and tailored support, Sarah began engaging with peers, participating in class activities, and showing signs of emotional recovery. Her teachers reported significant improvements in concentration, confidence, and behavior.

**Impact:**

Sarah is now one of the most engaged learners in her class. Her story demonstrates the life-changing impact of child-friendly spaces in post-conflict settings and the importance of integrating psychosocial care into education for displaced children.

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### Case Study 2: Solar Light, Brighter Future – Empowering Women Through Clean Energy Entrepreneurship

**Name:** Halima (37 years old)

**Location:** Nakivale Refugee Settlement

**Program:** Refugees Clean Energy Project

**Background:**

Halima, a single mother of five, struggled to provide for her family in Nakivale. Nights were dark and dangerous, and firewood collection was both time-consuming and hazardous. She relied on open-flame stoves that exposed her children to smoke-related illnesses.

**Intervention:**

Through CEMA's clean energy initiative, Halima received solar lanterns, a clean cookstove, and training in energy entrepreneurship. She was later supported to join a community energy cooperative and supplied with stock to begin a home-based business selling briquettes.

**Results:**

Halima's business now supplies 60 households with clean energy products monthly. Her income has increased, allowing her to afford school fees and basic needs. She also trains other women in her cooperative.

**Impact:**

This model has improved health, reduced deforestation, and increased economic participation among refugee women. Halima's success story is now used as a peer-learning case for other aspiring entrepreneurs.





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### Case Study 3: Voices That Matter – Women Leading Climate Resilience in Kyaka II

**Name:** Nancy Achan (29 years old)

**Location:** Kyaka II Refugee Settlement

**Program:** Advancing Women's Climate Advocacy and DRR Project

**Background:**

Nancy, a refugee leader, noticed increasing challenges in her community due to unpredictable rainfall and flooding. However, women were rarely included in planning or decision-making on disaster risk.

**Intervention:**

Nancy joined a cohort of 50 women trained in climate advocacy and disaster preparedness. With mentorship and support from CEMA, she helped her group develop a community-led Disaster Risk Reduction (DRR) plan. Nancy also participated in forums with local government leaders to present their priorities.

**Results:**

The DRR plan was officially validated and integrated into the local disaster response strategy. Nancy has since facilitated three additional community dialogues and now mentors other women leaders.

**Impact:**

Nancy's leadership has elevated the visibility of women's voices in local governance. Her work exemplifies gender-transformative approaches to climate resilience and inclusive policy development.

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### Case Study 4: Rewriting the Narrative – Grace's Path as a Gender-Sensitive Journalist

**Name:** Grace Tumusiime (24 years old)

**Location:** Kampala

**Program:** Media and Gender Equality Project

**Background:**

Grace, a young journalism graduate, struggled to get airtime or editorial support in a male-dominated media environment. Stories focused on women's issues were often dismissed or trivialized.

**Intervention:**

Grace became a media fellow under CEMA's mentorship program. She received hands-on training in ethical reporting, gender-sensitive language, and storytelling techniques. She was paired with an editor and supported in producing a weekly radio segment on women's rights.

**Results:**

Grace's segment, "*Her Voice Matters*," reached over 10,000 listeners and catalyzed discussions on gender-based violence, education for girls, and workplace equity. Three media houses expressed interest in adopting her reporting guide.



**Impact:**

Grace is now a full-time reporter with a national radio station. She continues to advocate for women in media and trains other young female journalists.

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**Case Study 5: Building from Within – Strengthening Institutional Systems for Greater Impact**

**Entity:** CEMA Internal Teams and Board

**Location:** National

**Program:** Institutional Strengthening Project

**Background:**

As CEMA's programs and reach expanded, so did the need for stronger systems to manage growth, ensure compliance, and improve efficiency.

**Intervention:**

CEMA undertook a comprehensive organizational capacity assessment, followed by targeted trainings in strategic planning, financial management, and monitoring and evaluation (M&E). Four key policies were developed: HR, Finance, Procurement, and Safeguarding. A digital documentation system was also introduced.

**Results:**

25 staff members were trained across departments. Reporting turnaround time improved by 45%, and internal audits showed a 60% reduction in compliance gaps. Governance training led to a clearer delineation of board roles and more strategic oversight.

**Impact:**

CEMA is now better positioned for long-term sustainability and has increased its competitiveness in securing donor funding. Institutional growth has translated into stronger delivery of community programs.



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## TOOLS

At CEMA, we believe that the right tools can significantly amplify impact, improve efficiency, and support transparency across our programs and operations. In 2024, we invested in both digital and community-centered tools to strengthen our internal systems and empower the communities we serve.

### 1. Digital Tools for Institutional Management

To support our organizational growth and ensure streamlined internal processes, CEMA rolled out several digital systems:

- **HR and Finance Systems:**  
Deployed cloud-based tools to manage payroll, timesheets, and financial reporting with built-in audit trails. These systems have enhanced accountability and reduced delays in internal processing.
- **Monitoring & Evaluation Dashboards:**  
Introduced dynamic dashboards using tools like KoboToolbox and Power BI to track project indicators in real-time. Field teams now upload data directly from tablets and mobile devices, enabling quicker analysis and decision-making.
- **Internal Documentation and Communication Platform:**  
Implemented a centralized SharePoint and Google Workspace system for storing reports, policies, and internal documents—ensuring staff access the most updated versions from any location. WhatsApp groups and Teams channels were also established for cross-office communication.
- **Digital Procurement Tracker:**  
Created a customized procurement management tool to track purchase requisitions, vendor reviews, and delivery timelines—resulting in improved procurement compliance and supplier accountability.

### 2. Community Tools for Engagement and Advocacy

CEMA developed and disseminated a range of participatory tools designed to build agency, especially among women, youth, and displaced communities:

- **Digital Advocacy Toolkit (Women & Climate Project):**  
Co-created with grassroots women leaders, the toolkit includes templates, policy briefs, storytelling guides, and social media resources. It has enabled women's groups to independently design and execute local climate campaigns.
- **Gender and Media Reporting Guide:**  
Distributed to journalists and media students, this practical guide outlines principles of ethical, inclusive reporting with real-life examples from Uganda. It's now in use by three media training institutions and several newsrooms.
- **Community DRR Planning Toolkit:**  
Used in refugee and host communities, this toolkit includes visual maps, risk assessment templates, facilitation guides, and feedback loops. It has helped communities lead their own risk reduction initiatives.



### 3. Learning and Reflection Tools

To support a culture of continuous learning, CEMA adopted several reflection and feedback instruments:

- **After Action Review Templates:**  
Used after every project milestone to document lessons learned, success factors, and areas for improvement. These insights are now routinely fed into strategy and grant design processes.
- **Beneficiary Feedback Forms (digital and paper-based):**  
Collected at distribution points, training events, and community forums to understand participant satisfaction and program relevance. Findings have led to tangible improvements in service delivery.
- **Board Self-Assessment Tool:**  
Piloted in 2024, this tool allows board members to reflect on governance performance, clarify roles, and improve engagement. It will become an annual practice.

### 4. Tools for Inclusion and Safeguarding

Recognizing the importance of inclusion and protection, we developed or enhanced tools that prioritize dignity and safety:




- **Safeguarding Incident Reporting App (pilot):**  
A simple, secure mobile app for anonymous reporting of safeguarding breaches. Piloted in 3 project sites and now being refined for scale.
- **Child Protection Training Kit:**  
Includes role-play scenarios, visual guides, and reporting protocols used in teacher and caregiver trainings. Designed for low-literacy audiences.
- **Referral Pathways Directory:**  
Compiled and distributed updated referral maps for health, legal, and psychosocial services across all intervention areas, ensuring timely and appropriate support for vulnerable cases.

### 5. Partnerships and Integration Platforms

To enhance coordination with external actors:

- **Partner Collaboration Portal:**  
Beta-tested a shared digital workspace with partner CSOs for knowledge sharing, reporting, and joint planning.
- **Mapping and GIS Tools:**  
Used for clean energy needs assessments and DRR planning. Community volunteers were trained in GPS data collection, contributing to maps used in local government engagements.

### **Impact of Our Tools in 2024:**

- ☐ Reduced operational delays by 35%
-  Improved data accuracy and timeliness by 50%
- ☐ Enhanced staff capacity for digital work by 60%
-  Empowered over 300 community members to use planning and advocacy tools
-  Increased safeguarding awareness and response mechanisms across all sites







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## BOARD AND STAFF DIRECTORY

CEMA's work is guided by a committed Board of Directors and an experienced senior management team. Their leadership, vision, and dedication continue to drive our mission forward and ensure our operations are transparent, accountable, and impactful.



## Board of Directors



**Rev. Moses Atuhair**  
– Chairperson

*A distinguished leader with over 20 years of experience in humanitarian governance, nonprofit management, and faith-based community development.*



**Lynda Alija**–Board  
Secretary

*Legal practitioner with a strong background in NGO regulation, contracts, and policy development. Ensures compliance and effective board documentation and processes.*



**Caroline Banura**–  
Board Treasurer

*Caroline Banura is a seasoned financial specialist with over 15 years of experience in nonprofit financial management, audit, and organizational risk governance.*



**Abas Ruhweza** –  
Board Member

*Abas Ruhweza is a seasoned migration policy expert and humanitarian strategist with over 15 years of field and policy experience in refugee response, displacement solutions, and protection systems across East Africa.*



**Ismail Ruhweza**–Board  
Member

*Ismail Ruhweza is an environmental scientist and climate policy advocate with over a decade of experience working on environmental sustainability, conservation, and climate resilience programs in East Africa.*



## Senior Management Team



**Abas Ruhweza–Executive Director**

Abas Ruhweza is a seasoned migration policy expert and humanitarian strategist with over 15 years of field and policy experience in refugee response, displacement solutions, and protection systems across East Africa.



**Claire Nansubuga-Deputy Director / Program Officer**

Claire Nansubuga is an accomplished development practitioner with over a decade of experience in program design, management, and evaluation across sectors including health, education, gender, and humanitarian response.



**Hawa Karungi-Director, Human Resources and PSEA Focal Point**

Hawa Karungi is an accomplished Lawyer and Human Resources professional with over 11 years of progressive experience in HR management, organizational development, and safeguarding within the humanitarian and development sectors. As the Director of Human Resources and PSEA Focal Point at CEMA Karungi leads the strategic direction of HR functions, staff welfare, talent management, and workplace culture, while ensuring the integration and enforcement of Protection from Sexual Exploitation and Abuse (PSEA) policies across all organizational levels and operations.





**Kabagabu Rita-Finance & Administration Manager**

Kabagabu Rita is a certified public accountant with over 12 years of experience in nonprofit finance, grants management, and institutional compliance.



**Andrew Aheebwa-Monitoring, Evaluation & Learning (MEL) Manager**

Aheebwa is a seasoned Monitoring, Evaluation, and Learning expert with over a decade of experience in designing and managing M&E systems for development and humanitarian programs.

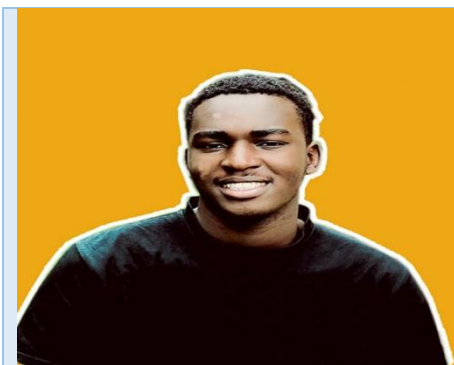


**Mwesige Michael- Resource Mobilisation Coordinator**

Mwesige Michael is a highly experienced fundraising and partnerships professional with over 10 years of expertise in donor engagement, proposal development, and strategic resource mobilization across the humanitarian and development sectors in East Africa.







**Lawrence Karamagi-Communications Officer:**

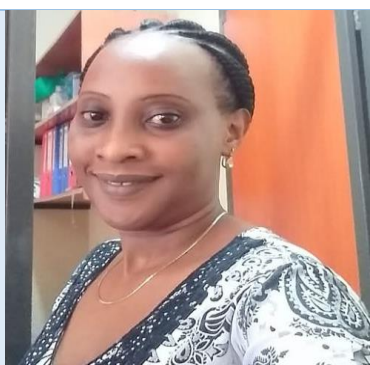
Karamagi is a skilled communications and media professional with extensive experience in strategic communications, advocacy, and digital engagement within nonprofit and humanitarian contexts.





**Sarah Kankunda-Field  
Coordinator – Kyaka II**

Sarah Kankunda leads field office operations in Kyaka II Refugee Settlement, coordinates programs, liaises with partners, ensures reporting. Works closely with UNHCR, OPM, and district authorities to ensure alignment with regional response plans.



**Doreen Komujuni-Field  
Coordinator – Rwamwanja**

Doreen Komujuni oversees projects in Rwamwanja Refugee Settlement. Coordinates with local partners and ensures effective delivery of multisectoral interventions. Brings a grassroots-driven approach to program management.



**John Byaruhanga-Field  
Coordinator – Kyangwali**

John Byaruhanga is a seasoned humanitarian field operations manager with over 8 years of experience in coordinating refugee support programs in Western Uganda.



## OUR DONORS AND PARTNERS 2024



OFFICE OF THE  
PRIME MINISTER



## CONTACT

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