



ORGANISATIONAL PROFILE



ORGANISATIONAL PROFILE

CONTENTS

BRIEF BACKGROUND	3
CEDO's Mission	7
CEDO's Vision	7
Organizational Aims and Objectives	7
INSTITUTIONAL LEADERSHIP	8
OUR THEORY OF CHANGE	9
OUR TEAM'S COMMITMENT	9
OUR STRATEGIC DIRECTIONS	10
STRATEGIC DIRECTIONAL (SD) COMPONENTS	12
HIGHLIGHTS FROM RECENT PROJECTS & PROGRAMMES (2016-2018)	14
OUR PARTNERS:	19



CEDO: A Rights–Based Approach

The CEDO approach is grounded in the United Nations Convention on the Rights of the Child (CRC). It is a practical way in which children’s rights can be effectively implemented. It addresses children’s right to survival, protection, development and participation. The Convention’s guiding principles of inclusion; non-discrimination and being in the best interests of the child underpin the CEDO approach. We believe in a child’s right and responsibility to participate in health and education as well as their right to play

BRIEF BACKGROUND

CEDO, Child Rights Empowerment and Development Organization, was established in November, 1992 and commenced full programme operation in January 1993. CEDO Uganda has been working with young people and other key populations in Uganda in their efforts to achieve self-reliance; exercise their rights and improve the quality of their lives. The impact group of CEDO’s programming is Children and Youths. The major focus areas have been: Social Security (Child Rights Protection and SGBV Prevention); Education (Early Childhood Learning and Primary Education); Health (HIV/AIDS and A/SRHR); and Economic Empowerment (VSLA and Financial Literacy). To achieve these aims a four-fold strategy, namely, Capacity Building, Training and Development, Research and, Networking and Advocacy, was adopted.

Currently, CEDO Uganda focuses its programme attention in 13 Districts namely; Wakiso, Nakaseke, Hoima, Sheema, Rukungiri, Masindi, Jinja, Buliisa, Kiryandongo, Kyegegwa, Nwoya, Kikuube

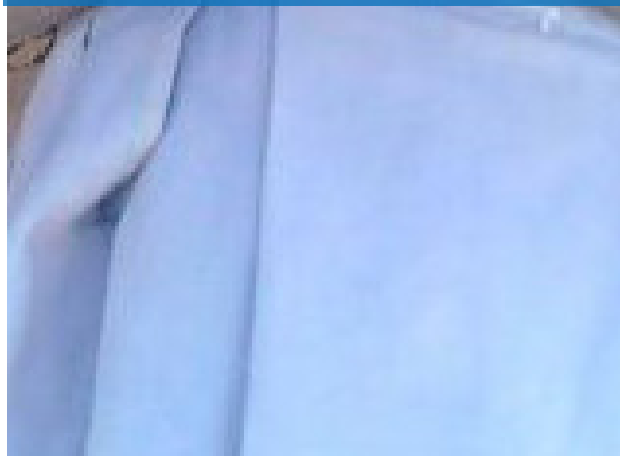
and Sembabule. The main justification for focusing in these geographical areas is the deepened poverty levels amongst communities related to humanitarian (post conflict), socio-economic, and human rights situations, that challenge the status and position of women and young people including children.

Since its establishment, the Organization has recorded remarkable achievements. Over 2,437 highly vulnerable children (64% girls) have been removed from the risk of waste in the community, and gotten back into the education system through the ECD Program. CEDO has introduced feeding programs in the supported ECD centres and primary schools, and supported infrastructure improvements through classroom construction, infrastructure maintenance, and latrine provision. Moreover, capacity building of the school structures- refresher training for teachers in pedagogical skills, training of PTAs and SMCs in leadership and other skills attained. These have improved the learning environment; and contributed to better education outcomes.

Through Financial Literacy and VSLA, CEDO has also proved very successful. Over 12,690 women have been directly impacted by the VSLA activities in the programme regions. Through provision of financial services, 73% of the women (by December 2018) had been enabled to initiate or expand their preferred lines



Business skills, leadership and management, gender, literacy and numeracy, as well as trainings on gender roles have been instrumental to change the quality of lives of in beneficiary families, strengthening the local safety-nets.



of micro-enterprises, 18% of them reported improved housing units, 52% are able to meet their health needs, while 66% are able to cover children's school costs (2018 KPI Survey/CEDO).

Significant majority of these target women have become productive and self-reliant and some of them have transformed their businesses into small scale- and created job opportunities for other people.

Moreover in 2014, CEDO adopted the Farmer Field School (FFS) extension approach to create changes in behaviors of participating farm families. This was intended to provide an environment in which the participating households acquire knowledge and skills to improve their production and income through application of informed crop management decisions; and resilience and adaptability to changes in their environment. By 2017, over 7,836 households had participated in the food security interventions at the FFS.

CEDO has also implemented civic awareness and accountability interventions in Masindi, Hoima and Kiryandongo, intend to increase

engagement of citizens and communities with local governments and holding them to account specifically in Public Health and Universal Primary Education sectors. The two-year intervention (April 2014-June 2016) reached 25,262 people (17,179 being women). A follow-on project, "Building Civic Competence to Enhance Democratic Governance & Social Accountability in Buliisa, Kiryandongo and Masindi Districts" is being implemented, with a goal of improving capacity of citizens and communities in the proposed project area, to participate in local governance and accountability processes. The project will directly has already reached 19,601 beneficiaries (23% youth) by Dec 2017.

Similarly, the establishment of Child Rights Clubs in government aided Primary schools has created a platform for children- teacher-parent interaction- reaching over 42,087 children in school in the mid-western and central region. Moreover, the Literacy achievement and retention activity in Sembabule, Kyegegwa and Nakaseke in central Uganda (2016 to 2019) has already

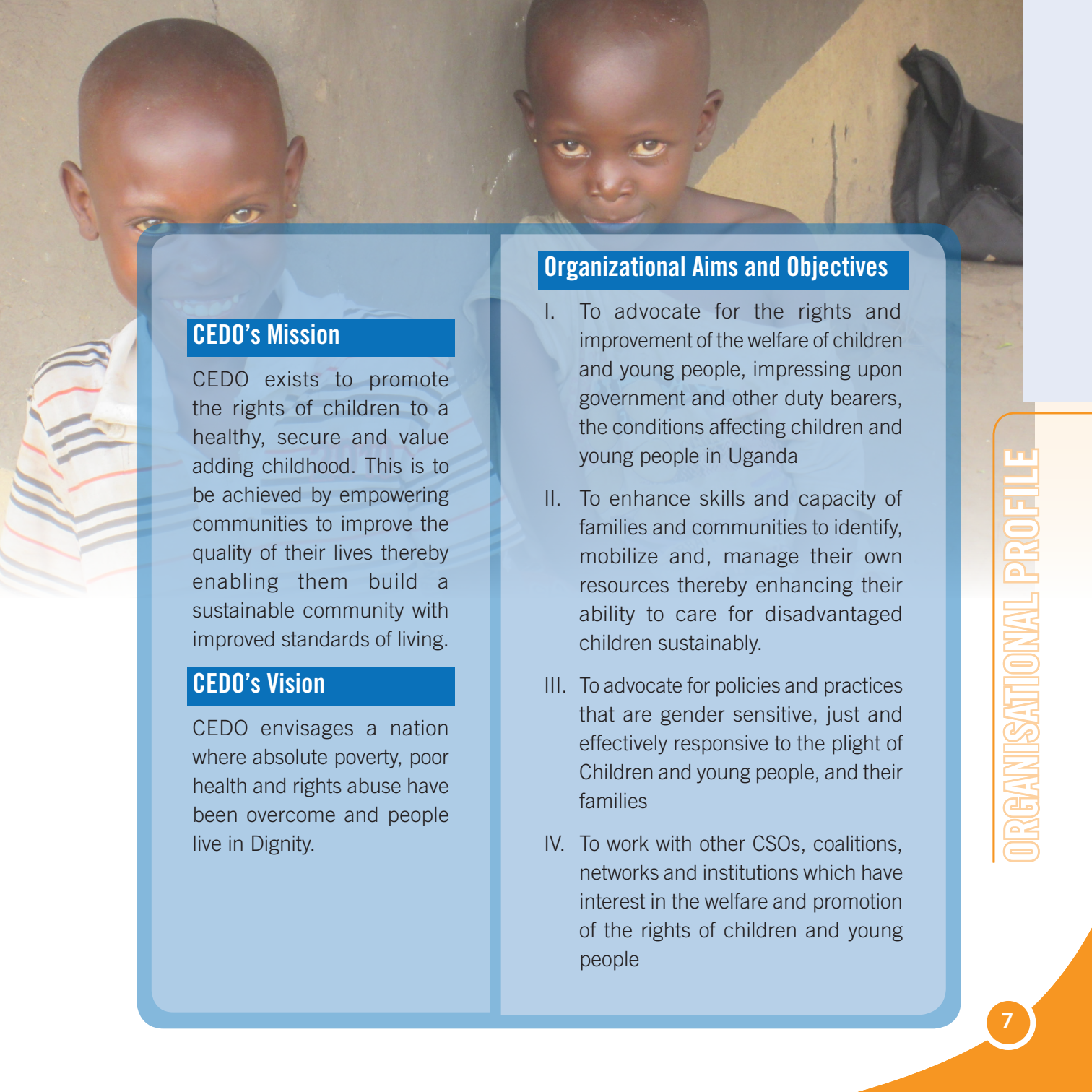
impacted over 69,250 children in 94 public primary schools, and is anticipated to impact over 100,000 students by June 2019 in 194 school communities.

CEDO has continued to partner with different stakeholders to enhance observance of the rights of children. The organization has also mobilized local government officials and civil society leadership and held Public dialogues on education sector performance, and also debated how child participation in local governance can enhance effectiveness of public service delivery and strengthen the education sector performance in the country.

CEDO's current Health Promotion programs targeting out of school

young people focuses on HIV/AIDS, and Adolescent Sexual Reproductive Health (including STI Screening, Family Planning, Safe Male Circumcision, and Post Abortion Care). The comprehensive HIV/AIDS interventions' target populations including: CSWs, Fisher Folks, Youth out of School, discordant couples, couples in long term relationships, and pregnant mothers. Between 2017 and 2018, implementation of the USAID/Uganda Private Health Support Program in Jinja, Wakiso, Sheema and Rukungiri has impacted over 4000 HIV/AIDS support group members in 12 months; while the Sexual Reproductive Health and Rights (SRHR) Umbrella program in Hoima and Kikuube Districts had reached over 8,465 vulnerable children, adolescents and young people living with HIV including key population (Sex Workers, MSM, truckers, and Fisher folks).

the establishment of Child Rights Clubs in government aided Primary schools has created a platform for children- teacher- parent interaction- reaching over 42,087 children in school in the mid-western and central region.



CEDO's Mission

CEDO exists to promote the rights of children to a healthy, secure and value adding childhood. This is to be achieved by empowering communities to improve the quality of their lives thereby enabling them build a sustainable community with improved standards of living.

CEDO's Vision

CEDO envisages a nation where absolute poverty, poor health and rights abuse have been overcome and people live in Dignity.

Organizational Aims and Objectives

- I. To advocate for the rights and improvement of the welfare of children and young people, impressing upon government and other duty bearers, the conditions affecting children and young people in Uganda
- II. To enhance skills and capacity of families and communities to identify, mobilize and, manage their own resources thereby enhancing their ability to care for disadvantaged children sustainably.
- III. To advocate for policies and practices that are gender sensitive, just and effectively responsive to the plight of Children and young people, and their families
- IV. To work with other CSOs, coalitions, networks and institutions which have interest in the welfare and promotion of the rights of children and young people

INSTITUTIONAL LEADERSHIP

CEDO is governed by a Board of Directors' committee composed of 7 professionals invited on the basis of their strong professional backgrounds, commitment to social security, and appointed by the General Assembly for a three-year renewable term. CEDO's board of directors meet on a quarterly basis to review progress towards goals and provide strategic direction to the organization.

CEDO's secretariat is headed by an Executive Director who is assisted by a team of professionals who include the Head of Programs; M&EL Specialist, Finance Manager, Human Resources & Admin Manager and Regional Coordinators. Project based staffs include: Project Team Leaders, Component Specialists, Field Officers and Program Assistants. Annually, CEDO hosts University Interns and PeaceCorps Volunteers who also support program work. Each district is led by a District Coordinator who oversees project implementation and supervision of Field officers.

At present (by January 2019), CEDO has a total of 24 permanent staff (42%

female) supported by a network of over 224 community based volunteers that serve as Change Agents, Peer Educators and Extension Volunteers. Each volunteer is attached to a designated community and is supervised by CEDO's Field Officer.

Our National Secretariat is located at 13 Bombo Road, Kawanda Trading Centre, Nakyasanja Off Bombo Road- Nabweru Town Council- Wakiso District. CEDO also operates a regional coordination Office in Masindi, with sub Offices in Nwoya, Hoima, Sembabule, Kyegegwa and Nakaseke.

The Organization has a strong well-designed internal control system that includes an organigram with well-structured levels of authority, as well as checks and balances. These are supported by a Personnel Policy, Financial Management & Accounting Policy and a Procurement Policies Manual. Others include Fundraising & Stakeholder Management Policies, ICT Policy, Gender Policy, Child Protection Policy, Fleet Management Policy, Volunteer Placement Policy, and HIV/AIDS Workplace Policy Manuals.



OUR THEORY OF CHANGE

CEDO's Theory of change is built on the premise that child wellbeing is directly linked to family and community livelihoods; and by extension, to level of national development. To achieve our mission, we build on the strengths of our direct engagement with local communities, catalyzing community structures and the institution of the family to confront root causes of absolute poverty and rights abuses that have continuously impacted on the children

OUR TEAM'S COMMITMENT

CEDO Uganda is committed to her motto "We deliver". Our Team comprises full time staff and volunteers with different academic and professional backgrounds. We have an unreserved commitment to serve our country, the region and the international community. We do the work ourselves, reaching the grassroots to deliver quality service. We ensure that grant commitments are met by being able to meet strict deadlines, while at the same time, maintaining a high degree of quality and independence. We ensure timely reporting to enable partners meet their own deadlines and in compliance with cooperative agreements.

OUR STRATEGIC DIRECTIONS

CEDO's strategic direction for 2016 to 2021 is guided by the UN Convention on the Rights of the Children to which Uganda ratified in 1990 and enshrined in the Constitution in 1996, the Convention on the Elimination of All Forms of Discrimination against Women, and other human rights treaties. CEDO's objectives and strategic approaches are aligned with the Sustainable Development Goals (SDGs) and with the National Development Plan II (NDP II) and the Government of Uganda's Vision 2040.

CEDO's overall goal is to contribute to improved quality of life among poor for youths, women, children and their families.

To achieve this goal, CEDO uses a mix of strategies including the following;

CEDO's Strategies

- * **Working with young people:** Violations of human rights cause particular suffering amongst children and young people, and limit the possibility of change in future generations. We use a peer led approach through working with children and young people as our prime target and in their communities to help them reach their potential.
- * **Facilitating Coalition Building and Networking:** The development of common goals and a sustained voice unique to children and young people

is unknown at the National level. We emphasize coalitions and networking of target populations to link the grassroots voices to the National and Regional level processes.

- * **Rights Based Approach:** CEDO employs the Rights Based Approach in programming. This means we enable poor people to improve their own lives by harnessing the power they have, as individuals and as part of a community, to claim their rights and access the services to which they are entitled. This approach empowers passive 'beneficiaries' to become legitimate 'rights holders'. It

informs our identity and the way we work; enabling the most excluded groups to have a greater say, and increasing our accountability to rights holders.

- * **Evidence based advocacy:** We works with community gatekeepers such as local leaders, religious leaders, youth leaders and others to identify evidence based advocacy issues to promote rights based, equity-focused policies, laws, and budgets with a focus on marginalized and disadvantaged children, young people, and women.
- * **Capacity building:** We strive to increase the capacity of community structures including the community change agents, peer educators, Village Community Case Management Committees, School Management Communities (SMCs) to deliver quality services to benefit the children, young people, and women. Efforts are made to increase the capacity of CEDO staffs, and board of Directors to achieve and exceed set targets.
- * **Strategic partnerships:** CEDO strives to join partnerships for children, including networks and coalitions, Parliamentarians, academia, faith-based and civil society organizations

aimed at improving the quality of life for children, young people, and women.

- * **Promotion of child and youth participation in decision-making processes that affect their lives:**

CEDO strives to achieve this by playing a facilitative role in all its community interventions and ensuring that communities are able to identify solutions to problems that affect them. CEDO supports peer educators for young people, and community change agents that reach out to targeted audience with messages on SRHR, child and women rights, and advocacy.

- * **Promotion of innovations:** including those based on mobile information and communication technology to increase the effectiveness and efficiency of programme results.

- * **Evidence based social behavior change and communication approach:**

CEDO uses an evidence-based communication to promote social and behavioral change to support the realization of child rights, and sexual reproductive health rights for young people including women 10-24 years.

STRATEGIC DIRECTIONAL (SD) COMPONENTS

CEDO's work comprises of four strategic directional components described below;

a) SD 1–LIVELIHOODS SECURITY:

Under SD 1, the program strengthens institutional capacity for the promotion of social economic and cultural rights to impact food availability and utilization amongst marginalized people, especially young people, and women. Food security exists when all people, at all times, have physical and economic access to sufficient, safe and nutritious food to meet their dietary needs and food preferences for an active and healthy life. It also requires an available and reliable food supply at all times.

Therefore, the introduction of the “Permaculture” Concept is pivotal in CEDO's Food Security Strategy. The term “Permaculture” is derived from the words “Permanent Agriculture”. It is a sustainable tool for improving health, food and nutrition security, and livelihoods of the key populations that emphasizes sustainable and regenerative

agricultural practices. Through piloting and sharing lessons learnt from initiatives already underway, and advocating for effective policies and practices, food and Nutrition security will be assured. Under permaculture, VSLA will be integrated with BDS Service Provision, constituting a pinnacle in improving food and nutrition security in the targeted community.

b) SD 2–HEALTH PROMOTION :

Under SD 2, the program will focus on preventive and curative health services including Sexual Reproductive Health and Rights (SRHR), Family Planning (FP), STI Treatment, Cervical Cancer Screening and Treatment; and comprehensive HIV/AIDS prevention and drug abuse among PLHIV (People Living with HIV/AIDS) and the young people. The program will also provide care and capacity building for the people with disability and elderly; and promote responsible parenthood, and prevent Sexual Gender Based Violence (SGBV).

c) SD 3–HUMAN RIGHTS AND CHILD RIGHTS GOVERNANCE:

Under SD 3, the program will focus on child protection; prevention of violence against women and young people; and strengthening the rights to inclusive education for all. This will involve influencing decision making processes which are inclusive and that make the state accountable to all in aspects including public service delivery in key sectors of Health and Education. By working with people struggling with injustice and poverty, enhancing their voice and representation, and building coalitions to confront corrupt elites, patronage and invisible power, we will collectively demand equitable social security and protection.

Participation is envisaged to diminish people's exposure to risks associated with violation of their rights (Land Rights, Inheritance, Sexual Rights, Participation in Leadership, Etc), unemployment, exclusion, exploitation, sickness, disability and old age. We will have a special focus on securing the participation of young people in decision making processes to improve education outcomes and better livelihoods; thus creating space for catalyzing

the building of human rights awareness and truly applying participatory democracy. Interventions aimed at preventing child abuse, exploitation and neglect as well as sexual gender related violence against women and girls including early & child marriages will be integrated.

d) SD 4–CAPACITY BUILDING

Under SD4, the program will commit resources to coalition building and enhancing capacities of community social structures at all levels of society to increase their responsiveness and effectiveness in advocating for their economic and social rights.



HIGHLIGHTS FROM RECENT PROJECTS & PROGRAMMES (2016-2018)

1. Since April 2017, CEDO has been implementing the USAID/Uganda Literacy Achievement and Retention Activity (LARA) under Cluster 1 and 2, as a sub awardee of RTI International. The activity aims at improving Early Grade Reading (EGR) and retention of children in Universal Primary Education schools. Cluster (1) activity was implemented in Nakaseke District covering 92 public primary schools from April 2017 to August 2018 at a cost of 415,540,800 UGX.

Cluster (2) activity is being implemented in Kyegegwa and Sembabule Districts for a period from April 2018 to August 2019 at a cost of 835,484,096 UGX, covering 86 participating public primary schools. Interventions under this activity include: mobilization of parents for the Journeys activities, Interpersonal communication skills for teachers and parents, establishment and training of village child case management committees

in SRGBV prevention skills to mitigate barriers to educational attainment, as well as training the community in referral tracking and reporting of SRGBV cases. Community Change Agents have also been trained and mentored as part of community response mechanisms to enhance school attendance and retention to enhance learning outcomes

Implementation of the above has greatly contributed to increased community and household level involvement in children's learning. In Nakaseke, a total of 33,490 (15,067 males, 18,423 females) community members were trained on SRGBV prevention; while 3,840 (755 males, 3,085 female) have trained in Kyegegwa and 2,881 (1,544 males, 1337 females) in Sembabule. Consequently, the communities have established action plans on SRGBV prevention in their communities, with documented impact on the reduction of incidences of child dropout due to early / child marriage,

reduction in teenage pregnancies and, cases of sexual harassment, corporal punishments and child labour. Moreover, this has improved the safety and health of children in participating communities.

2. CEDO has been implementing an Integrated Education and Livelihoods Program since 2010-todate, with the funding of Canadian Feed The Children (CFTC) as a Prime Awardee. The program “Tugende-Tutandike” literary meaning “Let’s Go Start” was designed by CEDO in 2009 as an initiative intended to enhance community awareness, engagement and participation in Early Childhood Care and Development. The program is implemented in Masindi and Nwoya Districts. The multi-year intervention has so far committed up to 4,242,500,026 UGX over 12 years period (2010 to 2021) including 2,491,300,442 UGX already funded by December 2018. The program targets selected hard to reach / underserved communities that are highly characterized by a significant unmet child survival and education need;

retrogressive cultural practices such as child labour and forced child marriage; and low community participation and engagement.

As a result, 08 Early Childhood Learning Centres have been established and facilitated enabling over 3,254 children rescued from waste into the formal education system since 2010. Another 03 Community Schools have been built, equipped and facilitated to offer an education to over 1,140 students each year while infrastructure has been maintained in 09 partner public primary schools. Girls only Safe spaces have been established in partner schools, teachers and SMCs trained and refreshed each year. All children in the supported schools have had an opportunity for a mid-morning meals.

Family strengthening interventions such as the Village Savings and Lending Associations (VSLA), Financial literacy trainings, Food security & Nutrition trainings at the FFSs as well as Community

level campaigns against child labour, child marriage and other retrogressive practices have been facilitated increasing the ability of caregivers to take care of their children's needs and sustain the impact of the program. All these have contributed greatly to increasing access to a safe and healthy learning environment to enable improved educational performance and outcomes. (www.CanadianFeedTheChildren.ca)

3. With the funding of the Swedish Embassy, CEDO is implementing the Sexual Reproductive Health Rights Umbrella Programme (2017 to 2021) as a sub awardee of the International HIV/AIDS Alliance. The program covers two districts of Hoima, and Kikuube at a total project cost of 926,645,100 UGX, of which 477,821,006 UGX was obligated until June 2019. By December 2018, CEDO had reached 8,465 (4,140 males, 4,325 females) vulnerable children, adolescents and young people living with HIV including key population (Sex Workers, MSM, truckers, and Fisher folks) with one-stop integrated sexual

reproductive health services. At each service point, project participants who include adolescents and caregivers of targeted children access a range of services including SMC, PAC, STI Screening, Cervical Cancer Screening, HIV Testing and Counseling, Support for disclosure as well as follow-ups to assure adherence.

CEDO has also employed youth led forum theatre activities where peers of a targeted key population interact with peers sharing experiences and practices, communicating changes and providing a youth friendly environment to gain leadership skills as well as life skills such as bargaining for safer sex and, making informed safer choices. Safe spaces have been established at Health Facilities and equipped to facilitate youth activities; while para-social workers have been trained to support referral processes for post GBV care services, and other SRHR services. Resulting from the above, there is increasing uptake of SRHR Services by young people, with a positive trajectory in positive behaviour change.

4. CEDO has been implementing a 4 year intervention with funding of USAID/ Uganda Governance Accountability Performance and Participation (GAPP) Program in three Districts of Masindi, Kiryandongo, and Buliisa; as a sub awardee of RTI International. This project aimed at improving civic knowledge and competency of beneficiaries to effectively participate in local governance and accountability processes. It targeted women and youths engaged in private sector. The first phase of the project commenced in April 2014 and ended March 2016; with a follow-on intervention running from July 2016 until June 2018 with total value/award of 676,086,178 UGX.

As a result, participating women and youths skilled in identification of citizen priorities and advocacy strategies gained ability to demand for gender-sensitive and inclusive governance practices in public services especially in health, education and agriculture, with youth demanding employment and security as well as fair trade and taxation. Besides, the project

documented enormous success in influencing local government priorities in budget allocation that resulted in the construction of more pit latrines, supply of school furniture, teacher housing as well as recruitment of more teachers; thus contributing to improved learning outcomes in Kiryandongo, Masindi and Buliisa.

5. From March 2017-February 2018 (12 months), CEDO implemented a performance based USAID/Uganda Private Health Support Program funded intervention in the Districts of Wakiso, Jinja, Sheema and Rukungiri under the activity name “Skills and Livelihoods Training in Income Growth and Enterprise Development for HIV/AIDS Peer Support Group Members and VSLA Group Members”. This project increased the ability of HIV/AIDS peer support groups members, Village Savings and Loan (VSLA) group members, and their respective households to pay for health services through economic strengthening initiatives.

The project reached out to 4,049 HIV/AIDS peer support groups and VSLA group members with the necessary vocational and livelihood skills to raise themselves out of poverty and provide for their healthcare. A total of 1,977 participants (93% of target) were placed

for trainings in urban farming; while 1,794 project participants (90% of target) had undertaken vocational skills trainings to enable them start own enterprises. In addition, 1,077 participants were placed for apprenticeship in different partnering institutions and artisans.



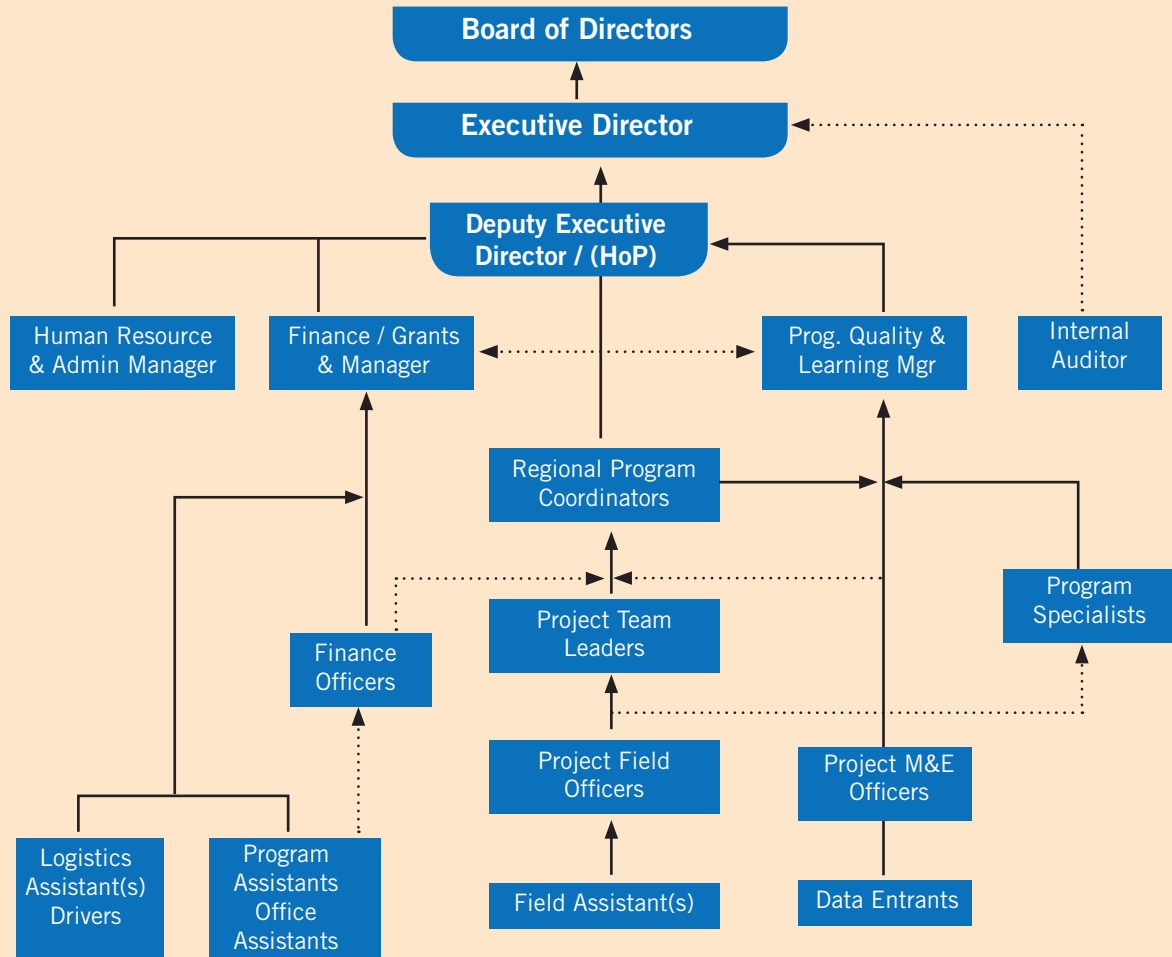
OUR PARTNERS:

CEDO Uganda is privileged to collaborate with a range of partners, including international development agencies, local and international NGOs, private sector entities, and national governmental bodies. We work jointly with partners to develop, implement, learn from and improve approaches to effectively increase our programming impact. We build long-term linkages with organizations and networks that support critical elements of our goal.

Our current and recent partners include:

- * USAID/Uganda (SAFE, PHS, LARA & GAPP Programs)
- * UK Department for International Development (DFID)
- * The Canadian Feed the Children (CFTC)
- * The Swedish Embassy in Uganda
- * RTI International
- * International HIV/AIDS Alliance
- * Cardno Markets USA Pty
- * Amplify Change
- * TASO Uganda
- * Community Health Alliance Uganda (CHAU)
- * Civil Society Fund (CSF)
- * The Finnish NGO Foundation for Human Rights (KIOS)
- * Ministry of Agriculture, Animal Industry and Fisheries
- * Ministry of Health
- * Kinyara Sugar Works Ltd
- * Ministry of Gender labour and Social Development
- * East African Grain Council (EAGC)
- * National Agricultural Research Organization
- * Girls Not Brides Uganda Alliance
- * Human Rights Centre Uganda
- * District Local Governments

CEDO's Organisation Structure: CEDO Organisation Structure & Linkages (REV.DEC.2018)



CEDO's office locations and addresses

CEDO National office

Plot 9, Bombo Road, Kawanda-Wakiso District

Office Tel: +256 393 216 409;

Mobile: +256 772 687 319

Email: childrights.uganda@yahoo.com

Website: www.cedouganda.org

CEDO Masindi Field Office

Kijura south, Western Ward Masindi Municipality

P.O.BOX 195, Masindi-

Tel: 0392857744

Email: childrights,uganda@yahoo.com

CEDO Nwoya Field office

Goma Villanova Business Park, Koch Goma sub County, Nwoya District, Uganda

Mobile: +256 772 687 319

Email: childrights.uganda@yahoo.com

CEDO Hoima Field Office

Central cell, Behind Karuziika

Hoima Municipality

Tel: 0772687319

CEDO Kyegegwa Field Office

Kyegegwa Town, District LG Road-

Mobile: +256 772 687 319

Email: childrights.uganda@yahoo.com

CEDO Sembabule Field Office

Sembabule Town (next to Sembabule HCIV),

Mobile: +256 772 687 319

Email: childrights.uganda@yahoo.com