



JUSTICE ACCESS POINT

A Quest For A Just Society



ANNUAL REPORT

FOR THE YEAR ENDED 30TH JUNE 2022





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ACKNOWLEDGMENT

Justice Access Point acknowledges the financial and technical support of its development partners and funders including Civicus, International coalition of sites of conscience, Global partnership for Prevention of Armed Conflict (GPPAC), USAID/Uganda Civil Society Strengthening Activity (CSSA), East West Management Institute (EWMI) and International Center for Not-for-Profit Law (ICNL) towards the implementation of its work during the course of the year. In the same vein, JAP acknowledges with appreciation the contribution of the different civil society organisations and Ministries Agencies and departments of government that have variably participated in its work.

EXECUTIVE SUMMARY

During the course of the year ended 30th June 2022, Justice access Point (JAP) implemented a range of projects and initiatives straddling across its core programmes including Countering atrocity crimes ; countering violent extremism and Hate speech; prevention of statelessness; and the promotion of rule of law & rule of law. The strategies utilized ranged from capacity building of stakeholders; the development and production of knowledge and communication product to support advocacy campaigns on civic rights, peacebuilding, statelessness, hate speech and violent extremism; monitoring violations of human rights in conflict and fragile contexts or documenting the experiences of survivors of violations so as to raise a memory for accountability and advocacy purposes.

The key outcomes:

- a. 1200 Pocket size guide books on management of peaceful public assemblies were produced and dissemination to the different stakeholders commenced;
- b. A draft copy of the comprehensive and standardized tool for monitoring public assemblies in Uganda was developed and pretested;
- c. Undertook a review of the progress of Uganda Police Force in the implementation of the common policing standards for East Africa;
- d. JAP co-authored and submitted in collaboration with CIVICUS, FHRI, and AIJ a joint CSO Report for the UPR 3rd cycle to the UN working group on UPR focusing on freedom on assembly, association, expression and HRDs;
- e. JAP developed and disseminated a couple of IEC materials for promotion of the CSO recommendations including short videos , podcasts , as well as fact sheets and flyers for both the first and second phase of the UPR project;
- f. A video documentary featuring the voices of Ugandan youth on the subject of historical revisionism was produced and is available as an advocacy tool;
- g. Ugandan youths were provided a platform and an opportunity to network and discourse with others in the global academia as well as the prevention community of practice on the role of Sites of conscience and heritage sites in countering historical revisionism;
- h. Six (6) narratives were captured in the video documentary and shared widely on online CSO platforms, uploaded on JAP website and emailed to targeted recipients especially amongst the MDAs to raise awareness and stimulate debate on the issue. The project was successful in encouraging the parties to speak and voice their concerns in respect of racial tension and discrimination; to commit their voices on video for purposes of furthering dialogue and advocacy against race-based discrimination and hate speech in Mbale city; and to get the parties to appreciate the need for dialogue;

- i. Two Comic books were produced. One of the comic books was on islamphobia and the unfair targeting of Muslim in the counter-terrorism operations (The Brother's Keeper) and the other on discrimination in accessing public services (The Blight, Rights, and Light: Faith based discrimination).

The achievements:

- a. JAP has been able to maintain its maiden funders and attract new ones.
- b. JAP has become more visible both online given its high level of engagement on social platforms and offline engagements with partners.
- c. JAP has been received and acknowledged as a credible partner both at national regional and international level. For instance JAP is now a member of the African working group of GAAMAC.
- d. JAP has produced a number of IEC materials including videos, podcasts, comic books, flyers and research reports that are readily available for use by the different stakeholders.
- e. JAP has leveraged opportunities for staff to develop their skills and deepened their knowledge on a range of technical areas relevant to its mandate.

The challenges:

- a. Lack of core funding to sustain staff and meet running/non-project costs.
- b. Limited manpower given financial constraints creating wellness challenges for staff.
- c. Covid19 impacted the pace of work as programmes stalled in given intermittent lock downs and health challenges faced by staff.
- d. The legal requirement to register coalition stalled the activities of coalition (*National Alliance Against Atrocity Crimes – NAAAC*) which JAP had established together with other stakeholders. JAP is the host of NAAAC. This is linked to the general shrinking of the civic space in Uganda.

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ACROYNMS

APCOF	African Policing Civilian Oversight Forum
CSOs	Civil Society Organization
CoP	Community of Practice
CSSA	Civil Society Strengthening Activity.
EANN	East Africa Nationality Network
FoB	Freedom of Belief
GPPAC	Global Partnership for Prevention of Armed Conflict
ICGRL	International Conferences of Great Lakes Region
ICSC	International Coalition of Sites of Conscience
JAP	Justice Access Point
NAAAC	National Alliance against Atrocity Crimes
NGO	Non-Government Organization
UPF	Uganda Police Force
UPR	Universal Periodic Review
UHRC	Uganda Human Rights Commission

ABOUT JUSTICE ACCESS POINT (JAP)



VISION

A society where every citizen is able to access and benefit from Justice



MISSION

A one stop Justice center of excellence, enabling citizens and citizen organizations in fragile and post-conflict communities in Uganda to effectively and efficiently access and utilize the available justice mechanisms and meet their just needs.

THE CORE VALUES

- Participation
- Accountability
- Non-discrimination
- Dignity of the persons

CHAIRPERSON'S REMARKS

It is gratifying for us who have closely stewarded Justice Access Point (JAP), to see the organization posit remarkable milestones, and rising to the occasion to answer the calls of the day at one of the most daunting time globally, nationally and the Non-Government Organization (NGO) sector in Uganda.

This has been achieved with amazingly minimal resources, lean staff, but no doubt an indefatigable team both at the strategic level and the secretariat.

We are indebted to our development partners and funders who have put trust in JAP, and the national, regional and international collaborating partners with whom we have together walked the difficult terrain. Through the pages of this Annual Report, we share with you our journey over the year.

We hope this will inspire you continue the journey with us, as we build on what has been achieved thus far. Aluta continua!

For God and My country

EXECUTIVE DIRECTOR'S MESSAGE

I commend to you this Annual Report, as it is the culmination of efforts, energies, creative potentials, skills and resources deployed to achieve bigger dreams against a tough call: contribute to durable peace and the respect of human rights in Uganda.

The atrocious violations that have occurred subsequent to the outbreak of covid -19 and in the aftermath of the 2021 Elections; and the shrinking space for the NGO sector have undoubtedly presented a tough context for NGOs including Justice Access Point.

JAP has invested in activating community and national dialogues to address wide ranging issues that threat peace and human rights ranging from racism; discrimination, Islamophobia hate speech and incitement to violence; historical revisionism; acts of impunity by security agencies, to terrorism and breached of human rights in counter – terrorism operations.

JAP, has creatively tapped into opportunities available within the Universal Periodic Review (UPR) and the Common Standards for Policing in East Africa to engage the state and to offer key recommendations for improving the human rights record of Uganda. The potential of information technology has been harnessed to maximize online advocacy with wide-ranging products with amazing success.

We are particularly happy that the youths have been at the epi-centre of most of our interventions, and that JAP has leveraged regional and international opportunities for them to network and learn from colleagues in the global prevention Community of Practice (CoP).

Truly, notwithstanding the daunting challenges of the time, the team at JAP secretariat have been impassioned and inspired to the higher call.

Together with you we can build a secure and just society!

For God and My Country,

Ndifuna Mohammed

Executive Director

Justice Access Point

INTRODUCTION

This annual report is for the year ending 30th June 2022 and contains progress posited in JAP's different programming areas , the outcomes, the achievements , challenges and lessons learnt during the course of implementing the work of JAP.

1.1 The Basis of the Annual Report

1.1.1 The financial year

This report is prepared on the basis of the organization's financial year ending 30th June of each calendar year. Subsequently, this report covers the period between 1st July 2021 to 30th June 2022.

1.1.2 The strategic framework

This report is an account of how JAP operationalized its strategic framework 2021 – 2024 during the course of the year ending 30th June 2022. The work presented in this Annual Report should be considered as a segment in the strategic framework of in intervention (see summarized framework in Annex 1)

1.2 The Report Layout

Section 1: Introduction – This section of the report provides preliminary information as a guide to the reader in terms of the scope, the content and the layout

Section 2: The Atrocity prevention – This section provides an account of the different interventions and projects implemented during the course of the year under the atrocity prevention programme of JAP.

Section 3: Countering Violent Extremism & Hate/dangerous Speech programming areas – This section provides an account of the different interventions and projects implemented during the course of the year under the Countering Violent Extremism & Hate/dangerous Speech programming areas of JAP.

Section 4: Statelessness prevention – This section provides an account of the different interventions and projects implemented during the course of the year under the Statelessness programming area of JAP

Section 5: Human rights and rule of law programme – This section provides an account of the different interventions and projects implemented during the course of the year under the Human Rights and Rule of Law programming areas of JAP.

Section 6: Institutional Capacity Development – This section provides an account of the different interventions and projects implemented during the course of the year under the institutional capacity development of JAP such as resource mobilization, staff development, strategic meetings and general administrative operations of the organization.

Section 7: Achievements, challenges and lessons learnt – This section provides an overview of the achievements, challenges and lesson that JAP was able to learn during the course of implementation of the projects during the year.

2.0 ATROCITY PREVENTION PROGRAM

During the course of the year, Justice Access Point implemented two (2) initiatives within the framework of its atrocity prevention programme: Analysis of the *Transitional Justice Bill, 2019* to ensure accountability for corporate complicity for atrocious violations; and the Youth and Memorization – Historical Revisionism Project.

2.1 Analysis of the Transitional Justice Bill, 2019 to ensure accountability for corporate complicity for atrocious violations

The project seeks to review and enrich *The Transitional Justice Bill, 2019* to ensure accountability for corporate complicity for atrocious crimes. Over the last 20 decades Uganda experienced a number of violent conflicts that uprooted the lives of people and occasioned a number of grave human rights violations and abuses to the residents in the affected communities. The most gregarious violations occurred during the Lord's Resistance Army insurgency, the Kasese Massacre of 2016, and the 18th November 2020 Killings. Before the start of the project JAP team had the opportunity to attend a virtual workshop (9-10, June 2020) coordinated by the International Coalition on sites of conscience on *the Roles and responsibilities of the Private Sector in Transitional Justice in Africa and Latin America*. The project commenced in June 2022 with a comprehensive` desk review and the mapping of key stakeholders to participate in the consultative process on the issue of accountability for private sector complicity in atrocity crimes and human rights abuse, Consultative Meetings.

Outcome: The desk review report was prepared and will be used to baseline the discourse during the consultative process on the corporate accountability for atrocity crimes and the adequacy of the proposed Transitional Justice Bill, 2019 to address such crimes.

2.2 The Youth and Memorization – Historical Revisionism Project.

The purpose of the project was to engage the youth in addressing historical revisionism in the context of documented denial of torture and existence of torture chambers in Uganda. Ten (10) youths featured in focused group discussion on the subject and recorded a video documentary on the subject for advocacy purposes. The Youths who participated in the project were nominated to attend an international seminar on 7th July 2022 organized by the International Coalition of Sites of Conscience and Seoul National University to foster an international conversation on the role of Sites of conscience and heritage sites in countering historical revisionism.



*Outcome: A video documentary featuring the voices of Ugandan youth on the subject of historical revisionism was produced and is available as an advocacy tool;
https://www.youtube.com/results?search_query=historical+revisionism*

Ugandan youths were provided a platform and an opportunity to network and discourse with others in the global academia as well as the prevention community of practice on the role of Sites of conscience and heritage sites in countering historical revisionism.

3.0 COUNTERING VIOLENT EXTREMISM & HATE/ DANGEROUS SPEECH PROGRAMMING AREAS

During the course of the year, Justice Access Point implemented four (4) initiatives within countering violent extremism & hate/dangerous speech programming areas: Countering racial tension & discrimination in Mbale city; Countering Discrimination & Islamophobia in Uganda; regional initiatives to counter hate speech and incitement to violence; and countering youth radicalization & violent extremism Project.

3.1 Countering racial tension & discrimination in Mbale city.

This project involved the Production of a video to capture the narratives of key stakeholders on the tension between the indigenous African, the Afro-Asians and the Asian investors in Mbale City. The video recording took place in July 2021 and featured among others the narratives of the indigenous communities, Afro-Asians, the representative of Uganda Police Force (UPF), and CSOs. The video recording was peer reviewed by colleagues in the prevention Community of Practice (CoP) virtually in a session organized by the International Coalition on Sites of Conscience (ICSC). The video activation meeting was held at Pretoria Hotel, Mbale on 9th November 2021. The purpose of the activation meeting was to share the video recording on racial tensions between the indigenous communities and the Afro-Asians in Mbale City so as to facilitate inter-racial dialogue. The activation meeting was a high-level meeting to share the video and brainstorm to strategize for a more comprehensive intervention at all levels. The participants in the meeting included representatives from the indigenous and afro—Asian communities, the representatives from the local administration, the Umukuka (Bamasaba Cultural Institution), CSOs and the media.



*Photos of participants at an activation meeting that took place in Mbale city at Pretoria Hotel on
9th November 2021*

Outcome: Six (6) narratives were captured in the video documentary and shared widely on online CSO platforms, uploaded on JAP website and emailed to targeted recipients especially amongst the MDAs to raise awareness and stimulate debate on the issue. The project was successful in encouraging the parties to speak and voice their concerns in respect of racial tension and discrimination; to commit their voices on video for purposes of furthering dialogue and advocacy against race-based discrimination and hate speech in Mbale city; and to get the parties to appreciate the need for dialogue. <https://www.youtube.com/watch?v=RJYKT1O9fS4>.

3.2 Countering Discrimination & Islamophobia in Uganda

The project aimed at addressing Islamophobia and discrimination of Muslim in Uganda by conducting advocacy through Graphic Art. The project developed and finalized a comic book featuring the unfair profiling and targeting of Muslims in the counter-terrorism efforts in Uganda; and another on the subject of discrimination of Muslims in access to social services and political offices. The project was conceived as both a capacity building and advocacy intervention targeting mainly the youths in Kampala and Entebbe. In November 2021, JAP conducted training for 25 youths at the *Ekitangala*, HUYSLINCI Youth Centre in Entebbe. The focus of the training exposed the youth to knowledge and skills in the Freedom of Belief (FoB); human rights; countering islamophobia and discrimination; and use of comics in advocacy. The trained youth were engaged in community dialogues and in the production of two comic books to counter islamophobia and discrimination in Uganda. The 2 comic books produced by the youths were peer reviewed online by colleagues in the prevention community of practice (CoP).



The youth undergoing training on the use of comic books to counter discrimination and islamophobia on 9th November 2021 at Ekitangala HUYSLINCI Youth Center.

Outcome:

- i. *Two Comic books were produced. One of the comic books was on islamophobia and the unfair targeting of Muslim in the counter-terrorism operations (The Brother's Keeper <https://jap.or.ug/wp-content/uploads/2022/02/THE-BROTHERS-KEEPER-final.pdf>) and the other on discrimination in accessing public services (The Blight, Rights, and Light: Faith based discrimination <https://jap.or.ug/wp-content/uploads/2022/02/THE-BLIGHT-RIGHTS-AND-LIGHT-final.pdf>). The project succeeded in introducing comic books as a form of advocacy and also enabled the youth through training to play a key role in the use of comics to stimulate national discourse on islamophobia and discrimination;*
- ii. *JAP under the auspices of the International Coalition of Sites of conscience participated in the development of a tool for rapid assessment of the state of hate speech in the great lakes region and the capacity of the stakeholders to counter hate speech.*

3.3 Regional initiatives to counter hate speech and incitement to violence

JAP contributed to efforts directed at developing regional interventions to counter hate speech and incitement to violence. Notably, JAP participated in the regional conference on addressing hate speech and preventing incitement to violence in the Great lakes region held on 10th to 11th March 2022 at Munyoyo Resort Hotel Kampala. The conference was conducted by the UN office on Genocide Prevention and the Responsibility to Protect. The conference sought to identify existing good practices, opportunities and gaps at both national and regional level to countering and addressing hate speech narratives that causes a risk from an atrocity prevention perspective in the region. The conference brought together relevant stakeholders including International Conferences of Great Lakes Region (ICGRL) secretariat, government officials, civil society actors, media and religious leaders.



Outcome: JAP participated in the formation of the regional network to counter hate speech and in the design of a regional strategy to counter hate speech under the auspices of the office of the UN special advisor on prevention of genocide and focal point on countering hate speech.

3.4 Countering youth radicalization & violent extremism Project

Justice Access Point implemented a project designed to contribute to the de-radicalization of the youth survivors of terrorism and counter terrorism through narration and memorization of their experiences for accountability and healing in Uganda. The project achieved the objective through the production of a video documentary featuring the narratives of the youth survivors of terrorism and counter-terrorism operations in Uganda. JAP held an activation meeting on 18th March 2022 at Hotel Africana to onboard key stakeholders on the project. JAP identified and featured 6 survivors and victims of terrorism to feature in the video recording, and widely disseminated the video to raise the profile of the concerns of the survivors of terrorism and counter-terrorism.



Photos of Scenes at an inception meeting for the project on Countering youth radicalization & violent extremism

Outcomes:

- i. A video entitles “Between the rock and the hard place: the survivors of terrorism counter-terrorism survivors stories” <https://www.youtube.com/watch?v=yxnVmFREJ-o> documenting the narratives of the survivors of terrorism and counter-terrorism operations in Uganda;
- ii. The plight of the survivors of terrorism and counter terrorism operations was brought into the public domain and discourse.

4.0 STATELESSNESS PREVENTION PROGRAMME

JAP endeavored to leverage learning and networking opportunities for the staff working on issues of statelessness and nationality. Among the opportunities tapped into included the virtual training for partners of UNHCR on statelessness which was conducted on 1st September 2021. JAP participated in the regional retreat for civil society on statelessness which was coordinated by UNHCR and held in Nairobi, Kenya from 9th to 12th May 2022. JAP developed electronic IEC materials to promote the recommendation encouraging the Republic of Uganda to ratify the convention on prevention of statelessness under the 3rd cycle of UPR and conducted an advocacy campaign on the same.

Outcome:

- a. *JAP has gained the trust and technical support of UNHCR as a key player in ending statelessness in Uganda;*
- b. *Participation in the regional initiatives such as the formation of the East Africa Nationality Network (EANN).*

5.0 HUMAN RIGHTS AND RULE OF LAW PROGRAMME

During the course of the year, a number of projects and initiatives were implemented under the ambit of the human rights and rule of law programme. The projects included, among others, the CSO UPR 3rd cycle Project ; enhancing Civil Society capacity for effective engagement on freedom of peaceful assemblies in Uganda Project and Common Policing Standards for East Africa Project.

5.1 The CSO UPR 3rd cycle Project in Uganda.

For the year ending 30th June 2022, two phases of the project were implemented. The first phase (1st November 2021 – 31st January 2022) leading to the development and submission of a joint CSO report on civic rights in Uganda focused on enhancing the capacity of CSOs for participation in the UPR 3rd cycle in Uganda. The second phase of the project (25/04/2022 to date) entailed scaling up the advocacy campaign for the adoption of the key recommendations by the State in the run-up to the official adoption of the outcome report by the Republic of Uganda.

Outcomes:

- a. *JAP co-authored and submitted in collaboration with CIVICUS, FHRI, and AIJ a joint CSO Report for the UPR 3rd cycle to the UN working group on UPR focusing on freedom on assembly, association, expression and HRDs. See <https://jap.or.ug/wp-content/uploads/2021/11/Joint-CSO-UPR-report-on-Uganda-2021.pdf>;*
- b. *A joint press release was issued by JAP in collaboration with CIVICUS, FHRI, and AIJ on 27th January 2022 urging the State to accept the constructive recommendations from the non-state actors for the improvement of civic rights in Uganda. See https://jap.or.ug/wp-content/uploads/2022/01/Joint-UPR-Press-Release-by-CIVICUS-FHRI-JAP-AIJ.pdf_-1.pdf;*
- c. *JAP developed and disseminated a couple of IEC materials for promotion of the CSO recommendations including short videos , podcasts , as well as fact sheets and flyers for both the first and second phase of the UPR project. These are domiciled on JAP social media platforms such as the website (<https://jap.or.ug/>), twitter (@JusticessP), LinkedIn (<https://www.linkedin.com/company/justice-access-point-jap/>);*

The materials stimulated and sustained stakeholders' interest and engagement in the discourse on the recommendations for improvement of the civic rights in Uganda as reflected on the different social platforms.

5.2 Enhancing Civil Society capacity for effective engagement on freedom of peaceful assemblies in Uganda Project.

This project aimed at popularizing and reinvigorating the utilization of the existing international and domestic tools (Including the UN principles for proper management of assemblies and UN principles and Uganda Human Rights Commission (UHRC) guidelines for management of public assemblies in Uganda); enhancing the capacity of civil society to monitor and document

the management of public assemblies in Uganda and creating platforms for dissemination and utilization of reports on public assemblies in Uganda to aid accountability and advocacy for reform. Between May and June 2022, the project enabled the production of a pocket side guide book on freedom of assembly and a draft tool for monitoring public assemblies in Uganda.



Some members of the national task force for the development of the draft tool for monitoring public assemblies at work

Outcome:

- i. 1200 Pocket size guide books on management of peaceful public assemblies were produced and dissemination to the different stakeholders commenced;
- ii. A national task force for the development of a comprehensive standardized tool for monitoring public assemblies in Uganda was established;
- iii. A draft copy of the comprehensive and standardized tool for monitoring public assemblies in Uganda was developed and pretested.

5.3 Common Policing Standards for East Africa Project

JAP undertook a survey to determine the perceptions of police officers within the Uganda Police Force on aspects of the common standards of policing for East Africa and was commissioned by African Policing Civilian Oversight Forum (APCOF) to assess the implementation of the common Standards for Policing in East Africa in the Ugandan context for the period 2018 up to February 2022.

On 18th February 2022 JAP conducted a validation workshop of 25 participants including the Uganda Police force and CSO representatives on the report arising out of the review.



Photos capturing some of the moments during the validation workshop held on 18th February 2022 at Unik Hotel Kampala

Outcome:

- i. Key stakeholders including UPF and CSO representatives made further input in the draft report and contributed to the improvement in the final report;
- ii. The project further consolidated the commitment for collaboration between the Uganda Police Force and Civil society in the implementation of the common policing standards for east Africa in Uganda.

6.0 INSTITUTIONAL CAPACITY DEVELOPMENT

- a. **Resource mobilization** – JAP undertook a number of resource mobilization efforts throughout the year. It was able to maintain its initial funding base and to attract some new funders as well. Among the new funders included Global Partnership for Prevention of Armed Conflict (GPPAC) and USAID/Civil Society Strengthening Activity (CSSA).
- b. **Staff training and development** – JAP received and responded to technical support offered by a number of development partners in an array of technical areas such as Accountability of Affected People (AAP), Gender mainstreaming in the prevention of identity based violence, Financial and programs management and digital Security. See table 1 below.

Table 1: Training attended by Staff of JAP

No	Staff	Trainings attended	Dates
1	Mr. Mohammed Ndifuna	International Criminal Law – Case Western Reserve University	June 2 nd 2022
2	Mr. Mohammed Ndifuna	Documenting human rights violations during internet shutdowns – Advocacy Assembly	26 th May 2022
3	Mr. Mohammed Ndifuna	Accountability of Affected People (AAP)	May to November 2021
4	Nalwoga Zam		
5	Hanifa Aliza & Mariam Nanziri	National Seminar on gender mainstreaming in the prevention of identity based violence	9 th – 12 th March 2022
6	Mr. Mohammed Ndifuna , Zam Nalwoga & Gerald Nandagala	Financial and programs management orientation for USAID/CSSA sub grantees	29 th – 30 th March 2022
7	Gerald Nandagala & Hanifa Aliza	Digital Security	12 th – 13 th April

c. External meetings and networking

- i. JAP participated in the fourth (4th) global conference of Global Action Against Mass Atrocity Crimes (GAAMAC) which took place online from 15th to 18 November 2021 on the topic of "Strengthening National efforts to address hate speech, discrimination and prevent incitement."
- ii. Participated in a regional conference on addressing hate speech and preventing incitement to violence in the Great Lakes region organized by the Office of the UN special advisor on prevention of genocide and the focal point on countering hate speech at speak Resort Munyonyo from 10th to 11th March 2022
- iii. Attended the regional retreat on statelessness held from 9th to 12th April 2022 in Kenya-Nairobi and participated in the founding of the East Africa Nationality Network (EANN).

d. Internal meetings

- e. JAP held a number of meetings for staff at management level as well as operational level on a regular basis. The board held virtual meetings in view of the lockdowns and covid-19 restrictions.

f. Operations and mode of operations -

In the year under review, some of the operations were disrupted by covid-19 context characterized by lockdowns and curfews. Subsequently, JAP was compelled to adapt a hybrid approach to work that combined homeworking with office work in accordance with government covid-19 standard operating procedures (SOPs). This approach required staff to rely on information technology and to improve their on line skills. The level of operations both administrative and programmatic were somewhat informed and limited by resources available in a very difficult terrain. Nevertheless, JAP was able to significantly implement some of the key projects. (See Annex 1 – financial statements)

7.0 ACHIEVEMENTS, CHALLENGES AND LESSONS LEARNT

7.1 Achievements

- * JAP has been able to maintain its maiden funders and attract new ones.
- * JAP has become more visible both online given its high level of engagement on social platforms and offline engagements with partners.
- * JAP has been received and acknowledged as a credible partner both at national regional and international level. For instance JAP is now a member of the African working group of GAAMAC.
- * JAP has produced a number of IEC materials including videos, podcasts, comic books, flyers and research reports that are readily available for use by the different stakeholders.
- * JAP has leveraged opportunities for staff to develop their skills and deepened their knowledge on a range of technical areas relevant to its mandate.

7.2 Challenges

- * Lack of core funding to sustain staff and meet running/non-project costs.
- * Limited manpower given financial constraints creating wellness challenges for staff.
- * Covid-19 impacted the pace of work as programmes stalled in given intermittent lock downs and health challenges faced by staff.
- * The legal requirement to register coalition stalled the activities of coalition (National Alliance Against Atrocity Crimes – NAAAC) which JAP had established together with other stakeholders. JAP is the host of NAAAC. This is linked to the general shrinking of the civic space in Uganda.

7.3 Lessons learnt

- * Internet/ virtual mode of working can enable an organization with limited resources to operate notwithstanding the challenge.
- * Small grants optimally utilized can enable an organization to build a good profile that can attract additional funding.
- * The small grants are unable to meet the core costs of the organization which possess a big challenge to sustain the organization.

CONCLUSION

Whilst the year has been beleaguered by covid-19 and shrinking civic space, JAP has weathered through and implemented a number of activities with amazingly limited resources. The achievements are immensely owed to a number of stakeholders that have contributed time, money , energy and the creative potential staff and the board.

APPENDIX

Appendix 1: Summary of the strategic framework for 2021-2024

No	Programming area	Strategic Objective	Strategic Actions
1	Atrocity Prevention	To empower key stakeholders to prevent and respond to atrocity crimes in Uganda	<ul style="list-style-type: none"> * University outreach on prevention of atrocity crimes, conflict resolution and peace building * Development of IEC materials (eg posters, comic books, podcasts, flyers, video documentaries etc) * Compile a compendium of laws relevant atrocity prevention in Uganda * Awareness raising on AUTJP and national transitional justice policy * Lobbying for the enactment of the TJ bill and genocide bill * Community outreach campaigns in post conflict communities * Support to early warning and early response in the prevention of atrocity crimes
2	Countering violent extremism	To empower key stakeholders to counter violent extremism in Uganda	<ul style="list-style-type: none"> * University outreach on preventing violent extremism * Develop IEC materials (eg posters, comic books, podcasts, flyers, video documentaries etc) * Compile a compendium of laws on violent extremism and identity based violence * Monitor document and report on violent extremism and identify based violence (rights violation & the experience of survivors of violent extremism) * Training of key stakeholders on countering violent extremism

No	Programming area	Strategic Objective	Strategic Actions
3	Statelessness prevention	To empower key stakeholders to prevent and respond to statelessness in Uganda	<ul style="list-style-type: none"> * University outreach on statelessness * Compendium of laws on statelessness * Development of IEC materials on statelessness (e.g posters, comic books, podcasts, flyers, video documentaries etc) * Community outreach on statelessness * Researching and profiling statelessness in Uganda * Monitor, document and report on statelessness in Uganda through the national, regional and international mechanisms * Alliance/coalition building within Civil society on statelessness in Uganda
4	Hate/ Dangerous speech prevention	To strengthen the capacity of the different stakeholders in Uganda to counter hate/dangerous speech	<ul style="list-style-type: none"> * A comprehensive assessment and mapping of hate/dangerous speech in Uganda * Comprehensive assessment of the policy and legal framework against hate/dangerous speech in Uganda * National convention on countering hate/dangerous speech * Media campaign on hate/dangerous speech * University outreach on countering hate/dangerous speech * Community outreach to counter hate speech * Monitor, document and report on hate/ dangerous speech in Uganda

No	Programming area	Strategic Objective	Strategic Actions
5	Human Rights & Rule of Law	To empower key stakeholders to promote, protect and uphold the human rights standards as enshrined in the domestic, regional and international human rights frameworks	<ul style="list-style-type: none"> * University outreach on Human Rights and rule of Law * Develop IEC materials (eg posters, comic books, podcasts, flyers, video documentaries on human rights & rule of law) * Compile a compendium of key laws on human rights and rule of law in Uganda * Monitor document and report on human rights violations through national regional and international human rights mechanisms * Training of key stakeholders on human rights and rule of law * Lobby for the strengthening of the security sector civilian oversight for greater accountability, responsiveness, democracy and respect of human rights in Uganda. (this will include advocating for amendment of laws, or creation of independent civilian oversight mechanism for UPF or UPDF)
6	Institutional capacity development	To strengthen the institutional capacity & setup of JAP to implement its interventions in an efficient & effective manner;	<ul style="list-style-type: none"> * Maintain competent and motivated staff team * Develop a robust policy framework for JAP * Improve the operational systems of JAP * Develop staff in a number of key areas including resource mobilization, project design and management, wellness and stress management, team building and organization resilience, personal safety & organization security * Ensure organizational accountability and governance through periodic meetings and audits.

Appendix 2: The Financial statements:


STATEMENT OF FINANCIAL POSITION FOR THE YEAR THAT ENDED 30TH JUNE 2022

	Notes	30th Jun, 2022 UG SHS	30th June,2021 UG SHS
ASSETS			
Non-Current Assets			
Property, Plant & Equipment	(11)	4,619,910	4,820,500
Current Assets			
Cash & Bank Balances	(4)	9,783,142	31,466,465
Accounts Receibles	(9)	2,660,300	-
Total Assets		17,063,352	36,286,965
RESERVES & LIABILITIES			
Equity & reserves:			
Capital Fund		6,813,352	4,830,853
Current Liability			
Accounts Payable	(8)	10,250,000	32,956,112
TOTAL RESERVES AND LIABILITIES		17,063,352	37,786,965

These financial statements were approved by the management on2022 and were signed on their behalf by:



Chairperson



Treasurer

STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED				
30th JUNE 2022				
Revenue	Notes	Actual 30th June, 2022	Budgeted 2021/2022	Actual 30th June, 2021
Internally generated revenue	(3)	8,473,000	10,000,000	4,753,500
Grants from funding partners /donors	(2)	108,363,918	350,000,000	102,435,033
Total Revenue		<u>116,836,918</u>	<u>360,000,000</u>	<u>107,188,533</u>
Expenditure				
General operating expenses	(6)	14,920,194	20,000,000	11,608,333
Programme /Activity costs	(7)	97,260,635	336,000,000	93,230,200
Depreciation for the year	(11)	2,673,590	-	1,857,500
Total expenditure		<u>114,854,419</u>	<u>356,000,000</u>	<u>106,696,033</u>
Surplus for the year		<u>1,982,499</u>	<u>4,000,000</u>	<u>492,500</u>

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30th JUNE 2022

	30 th June, 2022	30 th June, 2021
Cash flows from operating activities		
Receipts		
Internally generated revenue	8,473,000	4,753,500
Donations from founders	-	-
Grants from funding partners /donors	105,703,618	102,435,033
Total receipts from operating activities	114,176,618	107,188,533
Payment for operating activities		
Start up costs		
General operating expenses	13,420,194	10,097,980
Programme/ Activity costs	97,260,635	93,230,200
Payment for arrears	32,956,112	-
Total for operating activities	143,636,941	103,328,180
Net cash inflows/outflows from operating activities	(29,460,323)	3,860,353
Cash flows from financing activities:		
Short term borrowings	8,750,000	31,456,112
Net cash inflow/out flow from financing activities	8,750,000	31,456,112
Cash flows from investing activities:		
Purchase of property, plant and equipment	(2,473,000)	(2,350,000)
Net cash inflow/out flow from investing activities	(2,473,000)	(2,350,000)
Net increase/decrease in cash and cash equivalent	(23,183,323)	32,966,465
Cash and cash equivalent b/d	32,966,465	-
Cash and cash equivalent c/d	9,783,142	32,966,465



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