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# SUPPORTING ACCESS TO JUSTICE, FOSTERING EQUITY AND PEACE PROGRAM ANNUAL REPORT

August 9, 2012 - September 30, 2013

October 2013

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### **DISCLAIMER**

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

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# ACRONYMS

ADR	Alternative Dispute Resolution
AIP	Administrative Improvement Plan
CSO	Community Service Organization
CEWERU	Conflict Early Warning and Response Unit, Ministry of Internal Affairs
DOP	District Operational Plan
GR	Global Rights
JLOS	Justice Law and Order Sector
MLHUD	Ministry of Lands, Housing and Urban Development
NCSC	National Center for State Courts
SAFE	Supporting Access to Justice, Fostering Equity and Peace
SFCG	Search for Common Ground
USAID	United States Agency for International

# INTRODUCTION

As required under its Contract 617-C-12-000005, with the United States Agency for International Development (USAID), the National Center for State Courts (NCSC) submits the following Year 1 Annual Report of the Supporting Access to Justice, Fostering Equity and Peace (SAFE) Program. USAID's SAFE Program is a five-year initiative to improve citizen access to land-related justice and to strengthen peace building and conflict mitigation.

This Report is organized to track to the program's progress under the objectives and intermediate results identified in the program's Work Plan. The Report highlights progress towards planned achievement of milestones and performance management indicators. The Report details the programs contributions to access to justice and conflict mitigation in Uganda. The Report includes success stories and information on results, challenges, and next steps to be implemented in Quarter 1 of Year 2. Key documents produced in Year 1 are included in the Annex to this Report.

The SAFE Program seeks to strengthen peace building and conflict mitigation in Uganda by improving access to justice in land matters in 20 target districts and enhancing peace and reconciliation in conflict prone regions under USAID DO 2 Democracy and Governance Systems Strengthened and Made More Accountable. The relevant Intermediate Results (IR) are:

<b>IR 2.2</b>	<b>ENABLING ENVIRONMENT IMPROVED FOR SERVICE DELIVERY</b>
<b>IR 2.3</b>	<b>PEACE BUILDING AND CONFLICT MITIGATION STRENGTHENED</b>

The SAFE Program provides technical assistance, training, grants, and program design through two components: *Component 1 Improved Access to Justice* and *Component 2 Enhanced Peace and Reconciliation*. In addition, program implementation will seek to address crosscutting principles of Gender, Youth, Ethnicity, Anti-Corruption, and Oil Production.

# PROGRESS HIGHLIGHTS

During Year 1, the Supporting Access to Justice, Fostering Equity and Peace (SAFE) Program implemented activities to improve access to justice and peace and reconciliation in Uganda, with the deliberate aim of ensuring the sustainability of our activities even after Program end. SAFE is working closely with the Conflict Early Warning and Response Unit at the Ministry of Internal Affairs during implementation of conflict monitor training, conflict assessment reports and conflict mapping. SAFE's first round of grants cover multiple districts in the North, addressing a range of issues in both Component I and Component II and all have components targeting women and youth. Illustrative progress highlights are described below:

## **IMPROVED ACCESS TO JUSTICE**

- The Program finalized the Community Legal Volunteers Manual, to be used by SAFE grantees to promote legal aid in poorly served Districts.

## **ENHANCED PEACE & RECONCILIATION**

- The Program finalized a Training Manual for Conflict Monitors and used it to train 14 selected Conflict Monitors.
- Conflict Monitors are supporting monthly conflict assessments in the districts of Moroto, Kibaale, Lira, Amuru and Gulu.
- The Program designed and implemented an innovative SMS-based conflict reporting and monitoring system. This is the first of its kind in Uganda. Conflict Monitors will text incidents to a toll-free hotline and the system will immediately generate questions prompting the conflict Monitor to add more information such as: location of incident, type of incident, parties involved, number of injuries or deaths, etc. The entire question-response, back and forth takes seconds.

## **SAFE GRANTS PORTFOLIO**

- The Program issued a call for proposals for Year 1 on July 11, 2013 and received 199 proposals from 189 Civil Society Organisations. In the first group of evaluations, eight organisations were selected to implement activities under Components 1 and 2 in the districts of Gulu, Lira, Amuru, Nebbi and Moroto.

## **MONITORING AND EVALUATION**

- SAFE implemented the field research component of its baseline assessment from February 18 through March 1 2013. During the period, a consortium of research analysts completed 662 household surveys; 140 surveys of local government offices; 96 surveys of CSOs; 107 key informant interviews of local government officials; and 47 CSO key informant interviews in 20 districts.
- Exit Surveys for Magistrates Courts in 10 Districts carried out in Quarter 4 of Year 1 will provide information needed to measure results in Sub-Intermediate Result 2.3.1
- The Conflict Mapping Methodology, approved by USAID in Quarter 4 of Year 1, will provide information needed to measure results in Sub-Intermediate Result 2.3.2.

# GENERAL PROGRAM MANAGEMENT

## About the SAFE Program

The SAFE Program began in 2012. This Program is the first of its kind in Uganda builds on efforts of the Ugandan Government, particularly the Ministry of Internal Affairs and the Ministry of Lands, Housing and Urban Development (MLHUD). SAFE began with a baseline assessment to gauge perceptions on access to justice and peace and reconciliation in Uganda and establish the basis for the measurement of program impact. The establishment of public perception baselines is further supported by exit surveys in District Courts and a Conflict Mapping Exercise to be completed at the beginning of Year 2.

The five-year SAFE Program is implemented by the National Center for State Courts in partnership with two mission-driven non-profit organizations, Global Rights, and Search for Common Ground. The Program harnesses the expertise of each organization to meet objectives.

## Work Plan and Performance Management Plan

The Year 1 Work Plan and Performance Management Plan were submitted in February 2013. The Year 2 Work Plan was submitted September 30, 2013 and is in the process of finalization with USAID. For reference purposes, the SAFE Work Plan and Performance Monitoring Plan are included as attachments to this report, GEN 1 and GEN 2.



# COMPONENT I: ACCESS TO JUSTICE

Component I focuses on facilitating access to justice by improving the management of land-related disputes, and creating awareness of the land tenure and administration systems. Program activities will target twenty (20) districts; Amuru, Arua, Buliisa, Gulu, Hoima, Jinja, Kibaale, Kiboga, Lira, Masaka, Masindi, Mbale, Mbarara, Mityana, Moroto, Mukono, Nebbi, Tororo, Soroti and Wakiso. The Program will channel resources to: a) strengthen the capacity of formal institutions responsible for the management, administration and enforcement of land rights, and resolution of land disputes; b) improve linkages between formal and informal rights and institutions; and c) increase the capacity of Ugandan CSOs to facilitate access to justice and legal services, disseminate information, educate the public, and monitor local government and traditional structures.

## I.1 Institutions for Land Administration and Dispute Resolution Made More Accountable and Accessible

Uganda's land administration structures have had increased demand placed on them due to a 100% increase. According to the Ministry of Local Government, the number of districts has increased from 56 to 111 over the period of 2000 to 2010. Additional stress on the land administration system comes from the rise in Uganda's youth population. Land administration is highly decentralized, with multiple centers of authority, which lack the capacity to deliver services. Critically, land is at the heart of Uganda's new model of economic development – especially oil activity in the Albertine region, which has, for example, caused an uptake in land transactions and speculation, and taking of lands for roads and other infrastructure, the refinery, and areas of oil exploration. This change directly affects land as the main source of income and livelihoods for most Ugandans, as well as its cultural significance for community traditions. As a result, effective, efficient, even-handed, and transparent land dispute resolution services are vital to mitigating conflict and ensuring livelihoods.

**Expected Results**

- Enhanced knowledge and skills of district land officials, District Land Board and Area Land Committees for land administration and mitigation of land disputes
- Increased enforcement of land regulations by district based judiciary officers, administrative land bodies and traditional mechanisms
- Developed and approved training curriculum and manuals for TOT and practice direction training
- Enhanced transparency of customary land transactions at the sub-county level

**Year I Achievements:**

- Administrative Improvement Plans developed. These plans will be implemented in SAFE target districts in which there is no District Operational Plan. These plans will allow SAFE to target the kind of assistance the District needs most to the areas it is most needed.

### **Trainer of Trainer's Curriculum for Ministry of Lands Officials**

In Quarter 4, SAFE contracted the Uganda Land Alliance (ULA) to develop the ToT curriculum. During the Quarter, ULA submitted a draft outline of contents of the ToT Curriculum. SAFE instructed ULA to share the outline with the Principal Training Officer at the Ministry of Lands, Housing and Urban Development (MHLUD). MHLUD has actively participated in SAFE activities, including the validation of the Community Legal Volunteers Manual. MHLUD has offered to work closely with ULA to finalize the curriculum.

### **Administrative Improvement Plans**

In Quarter 4, USAID approved SAFE's draft Administrative Improvement Plan (AIP). SAFE plans to implement AIPs in districts where a District Operational Plan has not been sanctioned. Consultations with target districts will be conducted in Quarter 1 of Year 2.

## **I.2. Administrative Land Management and Legal Aid Services Made More Efficient**

The majority of land ownership in Uganda is customary, and traditional authorities and customary forums for resolving disputes are vital to land conflict mitigation. At the same time, legal aid services are most often sought for land issues, inheritance and succession, human rights, and court procedures. Increased efficiency in the system will require improved coordination between traditional authorities, local council Courts, and Magistrates Courts. The improvement of land administration management and land-related paralegal services dovetails with sub-component I.1 to ensure that the quality of the services improves.

### **Expected Results**

- Enhanced knowledge and awareness of traditional and elders councils of the 1998 Land Act, as amended, and ADR mechanisms for resolution of land disputes.
- Increased provision of legal representation and paralegal services to women, youth, and disadvantaged groups by NGOs/CBOs.
- Improved efficiency of traditional and formal institutions for dispute resolution.
- Improved linkages between traditional authorities, Local Council Courts and Magistrates Courts in resolution of land disputes.

### **Year 1 Achievements:**

The Team finalized the Community Legal Volunteers Manual, a guide developed through participatory exchanges with GOU and CSO stakeholders and USAID.



SAFE holds the Community Legal Volunteers Manual validation meeting for Ministry of Lands Officials, CSOs and land rights organizations. (Quarter 3)

**Success Story: Validation workshop of the Community Legal Volunteers Manual (Annex GEN 3)**

SAFE hosted a Validation Workshop of the Community Legal Volunteers Manual on Friday, August 2, 2013 at Imperial Royal Hotel. The workshop was officiated by the USAID Mission’s Acting Director of Democracy, Rights and Governance, Ms. Angeline Allen-Mpyisi. The USAID Mission’s Conflict Management Specialist, Mr. Xavier EJOYI, representatives of the Ministry of Lands, Housing and Urban Development (MLHUD), the Uganda Police Force, and Civil Society Organizations implementing legal aid and paralegal/community based legal volunteer initiatives all attended. The workshop was highly interactive and generated valuable comments on the structure and content of Draft Manual. The user-friendly Manual will be disseminated at the inception training for SAFE grantees and will be widely distributed to relevant stakeholders. The Manual is not only a resource material that can be used to enhance legal aid and access to justice for poor and vulnerable groups, but it also can provide a foundation for peaceful resolution of land disputes in Uganda. Legal volunteers and paralegals in local communities will use the manual to help strengthen coordination between stakeholders and to train and local authorities on land rights' legal frameworks and on land dispute resolution mechanisms.

**1.3 Legal Awareness on Land Matters Increased**

Land administration and management is highly technical and largely defined by specific laws. Average citizens and even local community leaders may not fully understand the issues surrounding land disputes. A better understanding of land administration systems will empower people to exercise their rights through the appropriate land dispute mechanisms. Increased knowledge of legal matters surrounding land disputes will help institutions gain credibility among citizens and likely improve compliance with decisions made by the dispute resolution systems.

**Expected Results**

- Increased knowledge and awareness of communities about their land rights to formal or informal redress of land disputes, and of duty bearers in protection of access to justice in land matters.
- Enhanced role of social networks, radio programs, mobile clinics, and other media to raise the awareness about processes involved in land related legal procedures.

**Land Rights Handbook**

In Quarter 4, SAFE partnered with local non-governmental organization, the Land and Equity Movement in Uganda (LEMU), to develop a Land Rights Handbook. LEMU submitted the outline of contents for the Hand Book, inception and review reports, and a draft Handbook. The assignment will be completed in the coming quarter. This Handbook will provide resources and tools regarding sources of land law, competent institutions, land legislation, human rights dimensions of land matters, and themes of gender and ethnic violence. The Handbook will include legal content and materials needed for client assistance including Alternative Dispute Resolution (ADR). The Handbook will be used in conjunction with the Community Legal Volunteers Manual and the Sensitization Toolkit.

The Sensitization Toolkit will be completed in the forthcoming Quarter.

#### **I.4 Improved Oversight by Non-State Actors**

For improvement to be sustained, tracking and monitoring of land administration and management systems must become a regular activity for local Civil Society Organizations. The tracking and monitoring of cases and advocating for reform will ensure that the public stays engaged in the process of improvement. The Government of Uganda has experience with CSO oversight from the public-expenditure tracking model, which can be expanded to include the tracking of land dispute resolution activities. CSOs and land administration authorities can have a mutually beneficial relationship, and cultivating such relationships will underpin activities of this sub-component.

#### **Expected Results**

- Increased engagement of NGOs/CBOs in monitoring the composition and performance of Area Land Committees, District Land Boards, ADR mechanisms and traditional council memberships.
- Strengthened capacity of non-state actors in tracking administrative case loads, enforcement of decisions and GOU budget transfers to Local government for land management and administration.
- Improved transparency and accountability among professional bodies and service providers on laws and land transactions.

#### **Year 1 Achievements:**

- A Civil Society Capacity Building Manual was finalized in Year 1 and will be disseminated in Year 2 following USAID approval.

#### **Civil Society Capacity Building Manual**

In Quarter 4, SAFE carried out the validation meeting for the CSO Capacity Building Manual. Legend NGO networks from districts where SAFE grant activities will be implemented attended the meeting. The main purpose of the validation was to improve the quality of the training manual and to make it as user friendly as possible. This manual will be published in the next Quarter and will then be used during grantee trainings throughout the duration of the SAFE grants program. The Manual can be tailored to SAFE grantees based on their experience and expertise.

#### **Non-State Actor Monitoring Grants**

SAFE received no applications under SAFE's Non-State Actor Monitoring grants solicitation. A grants solicitation will be re-issued to encourage applicants under the heading "Oversight by Non-State Actors" grants. Activities under these grants will target the intersection of land administration and rights issues in relation to issues of gender, youth, population, corruption, and oil. To further bolster the interest of organizations in these grants, SAFE will make the oversight by non-state actor monitoring grants the subject of roundtables with prospective partner organizations.

#### **Next Steps**

In the first quarter of year 2, SAFE will complete all handbooks and manuals that are the key documents guiding Component I activities, including: the Land Rights Handbook; the ToT Training Curriculum for Ministry of Lands Officials; the Sensitization Toolkit for Community Elders; the Training Curriculum for Officials of Area Land Committees and District Land Boards; and the Oversight by Non-State Actors Toolkit. All of these handbooks/toolkits are either nearing finalization or are under review.

Legal Awareness Grants will be implemented once USAID approves the first group of SAFE grantees, (expected at the start of Year 2). These grants will be implemented in Gulu, Lira, Amuru, Nebbi and Moroto.

With the Administrative Improvement Plans now approved, SAFE will begin implementing AIPs in target

districts through direct technical assistance to Area Land Committees and District Land Boards, LCCs, Courts and Customary legal institutions.

In year 2, SAFE will roll-out the *Toolkit for Oversight by Non-State Actors* for use by grantees in conducting monitoring and oversight activities funded by the Program.

# COMPONENT 2: PEACE AND RECONCILIATION

Component 2 will facilitate the prevention and transformation of emerging conflicts while addressing old conflicts in partnership with existing civil society networks and local governments to promote peace building and foster social inclusion. Activities will target the initial 20 districts, with the flexibility to respond to new conflicts in other parts of Uganda. Component 2 objectives will be aided substantially through the implementation of grants to local partners issued under an established Annual Program Statement (APS) that provides for the funding of activities on a rolling basis, as well as the funding of rapid-response initiatives that meet emerging needs identified through monthly conflict assessments.

## 2.1 Emerging Violent Conflict Transformed into Peaceful Outcomes

Lasting peace, stability, and national reconciliation are critical to sustainable socioeconomic development in Uganda. Despite the gains of the past, stability is still precarious and some root causes of instability remain unresolved. In addition, new conflict triggers are emerging and the nature of conflict is continually changing. With large increases in population and commercial oil activity, increased strains are being placed on a public seeking peace and stability.

<p style="text-align: center;"><b>Expected Results</b></p> <ul style="list-style-type: none"><li>• Improved capacity of local actors to respond to conflict drivers in a timely manner</li><li>• Enhanced public understanding of importance of reconciliation</li><li>• Increased public awareness of oil activity</li></ul>
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<p><b>Year 1 Achievements: Monthly Conflict Assessments</b></p> <ul style="list-style-type: none"><li>• During Year 1, SAFE trained 14 Conflict Monitors who began a six-month test phase to report on conflicts in five Districts in Uganda.</li><li>• Through a Mobile Coordinator in Gulu, SAFE is supporting Gulu based Conflict Monitors and will perform M&amp;E on Moroto-based grantees.</li></ul>
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### Monthly Conflict Assessments

The design of the methodology for the monthly conflict assessments followed consultations with key stakeholders, including Famine Early Warning and System Network (FEWSNET) and the Conflict Early Warning and Response Unit (CEWERU) of the Ministry of Internal Affairs. The final methodology followed a participatory system design workshop that took place in Quarter 2. In Quarter 3, SAFE identified media and local government counterparts who will work with SAFE to verify information communicated by the Conflict Monitors. The Civil Society Specialist identified CSOs in each district that will perform the same role—verifying information as it comes in from the Conflict Monitors. SAFE continued to meet with international donors, including the Danish Refugee Council and the International Rescue Committee to discuss lessons learned in past attempts to establish a conflict-monitoring program. In addition, the SAFE team met with the Ministry of Interior, Conflict Early Warning and Response Unit, to discuss its own lessons learned on how to establish a successful conflict monitoring system. SAFE will work jointly with the Ministry of Interior to share information and begin to explore whether the Ministry might want to take over SAFE's conflict monitoring to ensure sustainability.

USAID approved the initial countrywide conflict assessment report along and the methodology for the monthly conflict assessments In Quarter 3. The methodology will undergo a six-month pilot phase in the districts of Gulu, Lira, Amuru, Kibaale and Moroto starting in the fourth quarter.

### ***Selection of Conflict Monitors***

The Program trained a total of 15 Conflict Monitors who will report conflict incidents to the SAFE Program for its monthly conflict assessments. Conflict Monitors are community volunteers and are part of a network that informs the monthly conflict assessments.

### ***Training Manual for Conflict Monitors***

For conflict to be transformed into positive outcomes, it needs to be identified in its early stages for quick intervention. SAFE trained Conflict Monitors in conflict identification, analysis and reporting. NCSC's partner, SFCG developed a Conflict Monitor's training manual to facilitate the transformation of emerging violent conflicts into peaceful outcomes.



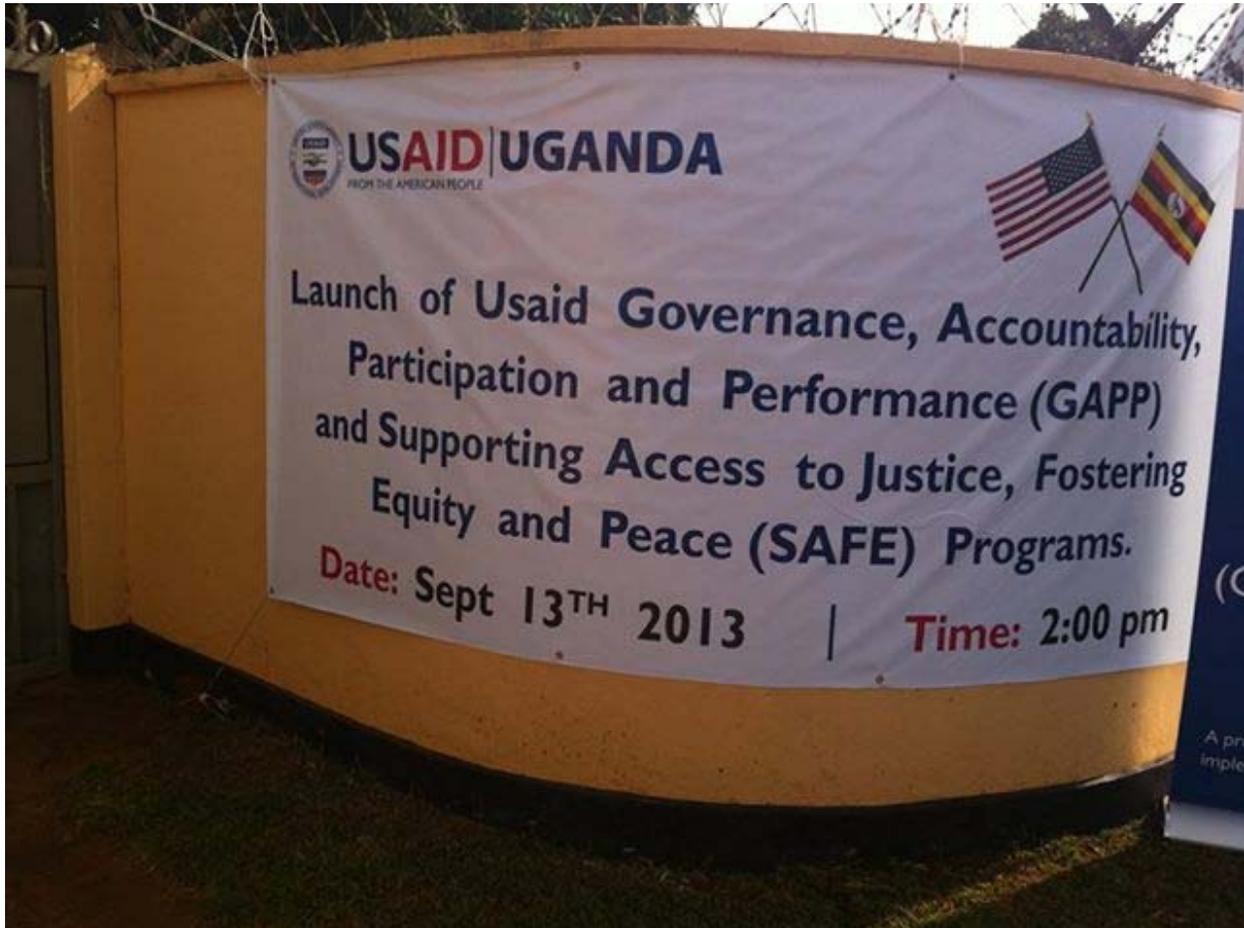
*Participants are making group presentations during the Conflict Monitor Training. (Quarter 3)*

### ***Selection of a toll free SMS service provider***

In Quarter 4, SAFE worked with Yo! a local service provider to design and implement a toll free services line to support the monthly conflict assessments. The Conflict Monitors will send text messages to the toll free line for transmission to the SAFE Program for monthly analysis and action. The system is engaged when a Conflict Monitor sends an SMS that an incident has occurred. Then the system sends back a series of questions, with a response from the Conflict Monitor leading to the next question. All answers are automatically entered into the SAFE Conflict Database for ease of analysis and tracking.

### ***Mobile Coordinators***

The SAFE Program will have Mobile Coordinators that extend the presence of the program beyond Kampala to other key areas throughout the country. In Quarter 4 of Year 1, the Gulu Mobile Coordinator began sharing office space with SAFE's sister program, the Uganda Governance, Accountability, Participation and Performance Project (GAPP) in Gulu during Quarter 4. In Quarter 1 of Year 2, the Team began recruiting the remaining Year 1 Mobile Coordinators in Hoima, Nebbi, and Moroto. Four more Mobile Coordinators will be recruited in Quarter 3 of Year 2. SAFE is engaging GAPP, the International Rescue Committee and the Danish Refugee Council about possible office sharing. SAFE is also considering co-locating our Mobile Coordinators in the offices of SAFE grantees.



The official launch of the SAFE and GAPP Programs in Gulu. (Quarter 4)

## 2.2 Enhanced Processes for Community Reconciliation

To sustain peace in areas affected by LRA conflict, the program will need to promote reconciliation as a peace strategy with a focus on addressing risks of potential conflict. Reconciliation will involve restoring relations and mutual respect among individuals and communities that have experienced conflict recently or continue to face conflict. Communities, local networks, organizations, and traditional reconciliation mechanisms will necessarily need to be included in the activities to further enhance the community reconciliation processes. Significant assistance under this sub-component will be conducted through the grants program.

### **Expected Results**

- Increased tolerance of former combatants and community cohesion
- Reduced perceptions of inequality in access to services

SAFE did not receive proposals for grants under this sub-component. As part of our Year 2 Annual Program Statement (APS) Request for Proposals, SAFE will highlight the interest of the program in activities that aim to meet sub-component 2.2 objectives, in support of peace dividends, cohesion and reconciliation, as well as trauma healing.

In Year 2, SAFE will award grants to prospective partners in support of peace dividends, cohesion and reconciliation, as well as trauma healing. SAFE will also begin designing and piloting scorecards that CSOs will use to rate public services related to land. Upon successful piloting of the scored cards, they will be rolled out to SAFE's target districts for use by SAFE grantees.

### **Next Steps**

With the Conflict Mapping Methodology approved by USAID, Quarter 1 and 2 of Year 2 will see completion of the Conflict Mapping exercise.

At the end of the six-month testing phase for Conflict Monitoring, SAFE will hold a meeting with CEWERU, other donors and interested parties to evaluate the test phase and propose possible revision. If the test phase is successful, the Conflict Monitoring will be rolled out to all of SAFE's target districts.

SAFE will sign an MOU with CEWERU in Quarter 1 of Year 2.

All seven of the remaining, anticipated Mobile Coordinators will be hired by the end of Year 2.

The Program issued a grant APS to address emerging conflicts in Moroto, Kibaale, Amuru, Lira and Gulu Districts. This APS call attracted only one proposal. In the next quarter, SAFE will make revisions to the Request for Proposals that will facilitate understanding of prospective grantees concerning the purpose of the APS Grants to address emerging conflicts.

# CROSS-CUTTING PRINCIPLES

**Gender**—During Quarter 3 and 4, the Program took strides to mainstream gender in activity implementation. SAFE’s validation workshop of the Community Legal Volunteers Manual was attended by 50 participants (31 of whom were female) including representatives of the Government of Uganda’s Ministry of Lands, Housing and Urban Development, Uganda Police Land Protection Unit and Civil Society Organizations implementing legal aid and community based legal volunteer initiatives among others.

In selecting student volunteers to participate in the Program’s exit polls at Magistrates Courts, from the 103 applications of 46 female and 57 male, a total of twenty (20) volunteers (9 females and 11 males) have been considered for the assignment.

The Program’s Legal Practical Resources all embrace an element of gender mainstreaming, and gender concerns are reflected in the design of our Conflict Mapping methodology. During the survey, both male and female respondents will be interviewed. In addition, the program will conduct gender specific Focus Group Discussions (FGDs). This will ensure perspectives from both men and women are obtained and analyzed for the benefit of the program.

Each SAFE grant has a gender component as part of its objectives and planned activities.

**Youth**—The Program’s Legal Practical Resources all embrace the issue of youth. The student volunteers undertaking the exit polls are all young adults.

Youth participants (both male and female) will be deliberately targeted during the planned Conflict Mapping exercise. Out of the 45 planned Focus Group Discussions, 10 will involve only youth participants. Each focus group will involve 10 female participants, and 10 male participants.

Each SAFE grant has a youth component as part of its objectives and planned activities.

## **Donor & Stakeholder Coordination—**

All SAFE activities are implemented in a manner that promotes participation, stakeholder dialogue and sustainability. The SAFE staff will leverage existing relationships with local stakeholders and donor counterparts to ensure activities are inclusive, avoid duplication and promote sustainability. During Year 1, SAFE has had close coordination and collaboration with a several Government of Uganda Ministries, including:

- With the Ministry of the Interior—During Quarters 2-4, the Conflict Earning Warning and Response Unit attended SAFE’s Conflict Mapping Exercise in March, opened and participated in the Conflict Monitor Training in August and meets with SAFE frequently to discuss Program implementation and cooperation. SAFE is drafting an MOU to present to CEWERU in Quarter 1 of Year 2 that will define the assistance SAFE will provide to CEWERU and clarify expectations from both partners.
- With the Ministry of Housing Labor and Urban Development— SAFE secured two long-awaited meeting with Under Secretary Choda of MLHUD and her staff in Quarter 2. After initial delays in the Ministry responding to SAFE’s request for a focal point, in Quarter 3 the Ministry nominated Ms. Naomi Kabenda, Acting Assistant Commissioner, Land Administration. The SAFE Team engages Ms. Kabenda in regular discussions so that she can provide meaningful input to implementation of the Program’s activities. MLHUD commented on the ToRs for the Community Legal Volunteers Manual and attended the validation meeting, and commented on the ToR for the Land Rights Handbook and the ToT curriculum for Ministry of Lands officials.

- With JLOS—During Quarter 3, SAFE met with Ms. Rachael Odoi Musoke, JLOS Advisor on Access to Justice – Civil. SAFE called a meeting with JLOS and MHLUD to discuss activity implementation and assure the cooperation and agreement of JLOS and the MLHUD. During the meeting, JLOS suggested that SAFE modify some of the proposed activities, to clearly define the roles of the Ministry of Lands, Housing and Urban Development (MLHUD) and JLOS. The proposed changes are incorporated into SAFE's Year 2 Work Plan.
- With the Office of the Prime Minister—During Quarter 4, SAFE attended a meeting at the Office of the Prime Minister jointly initiated by SAFE, IRC and CECORE to consult the OPM on whether there is already an existing peace-building forum that brings together all peace actors to share their experiences. Commissioner Rose Bwenvu represented the OPM along with the Kumakech-Program Officer for Disaster Management. During the meeting it was established that the OPM is currently hosting a National Platform on Peace building, however it is government led. Commissioner Rose agreed that CSOs were still free to create a peace-building platform that is open since the one at the OPM is open to only a few members chosen by the OPM.
- Upon invitation by the OPM, SAFE helped draft an issues paper on Peace Building and Conflict Prevention (PBCP), and provided advice on the harmonization of activities in preparation for International Peace Day held in Moroto in Quarter 4.
- With the Districts- SAFE attended the first quarterly district operational plan (DOP) meeting in Amuru district held in May of Quarter 2. The objectives of the meeting are to Align USAID programs with DDP, Eliminate duplication among USAID Implementing partners, Improve collaboration and communication with Local Government, Strengthen USAID and District joint coordination, implementation, monitoring and evaluation of activities with the district, understanding USAID portfolio and provide feedback on USAID performance by district. At all meetings SAFE presents program updates. SAFE also attended the District Operational Plan Meeting in Amuru District that was held in August of Quarter 3.
- In Quarters 3 and 4, SAFE travelled to every district in which SAFE's components are working to introduce the Program and to promote the Program's grant component.
- During Quarter 3, SAFE participated in the Northern Uganda Land Platform meeting (NULP). The NULP meetings are organized and chaired by Trocaire Uganda and are held on a quarterly basis. Some of the issues discussed at the meeting included a policy brief on the Certificate of Customary Ownership (CCO). Participants also discussed issues that are both administrative and technical to operationalize CCOs. The representatives from the Ministry of Lands; Ms. Naomi Kabenda and Mr. Richard Opio advised the partners to prepare an "issues paper" for submission to the Ministry for comments as opposed to an earlier suggestion of suspending issuance of CCOs. This issue will be reexamined at the forthcoming NULP meeting in October.
- During Quarter 3, SAFE held a meeting with the Democratic Governance Facility (DGF) to discuss SAFE's Grants Program for Northern Uganda on Access to Justice and Peace and Reconciliation. The meeting also discussed areas for collaboration with DGF and the Programs agreed that a monthly coordination meeting will be held consisting of SAFE, DGF, Action Aid, Trocaire and USAID Governance and Accountability Participation and Performance Program (GAPP). SAFE hosted the first such meeting in Quarter 3.

# PROGRAM CHALLENGES

The work plan set forth activities and objectives dependent upon a number of developments and factors outside the reach of the program.

SAFE faced a significant challenge in getting its baseline assessment completed due to required approval from the Office of the President for our field research.

Since SAFE activities are meant to supplement, rather than offset or substitute GOU activities the delay by the Ministry of Lands to nominate a contact person also caused a delay in implementation. The Program only received a letter by the Ministry nominating a contact person in June. By Quarter 3 of Year 1, the Ministry became fully engaged in SAFE's work with regular meetings held between MLHUD and SAFE, and consistent participation of MLHUD.

There was also a delay in implementing activities with JLOS. SAFE called a joint meeting between SAFE, JLOS and MLHUD parties in Quarter 3 and agreed on activities to be implemented jointly by SAFE and JLOS. These activities are highlighted in our Year 2 Work Plan.

The Program also encountered challenges in receiving viable proposals for some of its grants under Year 1. SAFE received no applications under SAFE's Non-State Actor Monitoring grant component and only a handful of proposals were received for APS grants. SAFE plans to target information sessions during grant roundtables to focus on the application guides and the contents of the application form. SAFE will clarify the intention of Non-State Actor Monitoring grants by re-naming them "Oversight by Non-State Actors" grants. APS grants will be advertised separately. For districts where no grantees were provisionally selected i.e. Nebbi for Component 1, and Masindi and Bullisa for Component 2, SAFE will target these districts in its Year 2 call for proposals.

In addition, SAFE plans to finalize discussions with USAID on the modality of creating an emergency fund to award quick impact grants in immediate response to emerging violent conflicts.

ANNEXES

<b>Annex</b>	<b>Name</b>	<b>Month/Year</b>
<b>GEN 1</b>	Year 1 PMP	February 2013
<b>GEN 2</b>	Year 2 Work Plan	September 2013
<b>GEN 3</b>	Success Story: Conflict Monitor Training	August 2013
<b>GEN 4</b>	Success Story: Community Legal Volunteers Manual	August 2013
<b>GEN 5</b>	Success Story: Opening of Joint SAFE-GAPP Offices in Gulu	September, 2013
<b>GRA 1</b>	Grants Request for Proposals	July 2013
<b>GRA 2</b>	Grant Scoring Guide	July 2013
<b>GRA 3</b>	Pre-Award Capacity Assessment	July 2013
<b>GRA 4</b>	Pre-Award Capacity Review Reports	September 2013