

# BUILDING BETTER AMIDST A PANDEMIC

ANNUAL REPORT 2021



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REPORT

2021





# ACRONYMS

**ACTADE** - African Center for Trade and Development

**ADF** - Allied Democratic Forces

**ADP** - Aridland Development Program

**AGM** - Annual General Meeting

**AWYAD** - African Women and Youth Action for Development

**CBO** - Community-Based Organisation

**CCFU** - Cross Cultural Foundation of Uganda

**CEHURD** - Center for Health, Human Rights and Development

**CHAI** - Consumer and Health Awareness Initiative

**CoP** - Community of Practice

**COVID** - Corona Virus Disease

**CSO** - Civil Society Organisation

**CtGA** - Change the Game Academy

**CUSP** - Civil Society in Uganda Support Programme

**DENIVA** - Development Network of Indigenous Voluntary Associations

**DGF** - Democratic Governance Facility

**ELNHA** - Empowering Local and National Humanitarian Actors

**GIZ** - Gesellschaft für Internationale Zusammenarbeit

**GSMU** - Good Samaritan Ministries Uganda

**HELP Uganda** - Holistic Empowerment of the Less Privileged

**HLPF** - High Level Political Forum

**INGOs** - International Non-Governmental Organisations

**KCSO** - Kitara Civil Society Organisations' Network

**KWID** - Kigezi Women in Development

**LFR** - Local Fund-Raising

**MPs** - Members of Parliament

**MS** - Mobilising Support

**NEW-U** - National Elections Watch - Uganda

**NGDO** - Non-Governmental Development Organisation

**NGO** - Non-Governmental Organisation

**OPM** - Office of the Prime Minister

**OPM-CRRF** - Office of the Prime Minister/ Comprehensive Refugee Response Framework

**PACONET** - Pallisa Civil Society Network

**QuAM** - Quality Assurance Mechanism

**RANs** - Regional Advocacy Networks

**SCENE** - Strengthening Citizens Engagement in Elections

**SDG** - Sustainable Development Goal

**SOPs** - Standard Operating Procedures

**SPAN** - Support Programme for Advocacy Networks

**SYRADO** - Slum Youth Rehabilitation and Development Organisation

**UGX** - Uganda Shillings

**UNDP** - United Nations Development Programme

**UNNGOF** - Uganda National NGO Forum

**UPFSDGs** - Uganda Parliamentary Forum on Sustainable Development Goals

**USAID** - United States Agency for International Development

**VNR** - Voluntary National Review

**WACSO** - Western Ankole Civil Society Forum

**YADNET** - Youth Advocacy and Development Network

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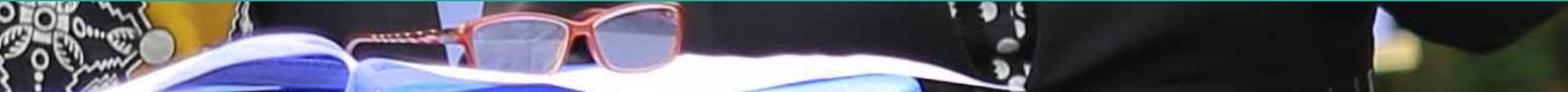


ACKNOWLEDGEMENT



*M Sekaggya*

**Margaret Sekaggya**  
Chairperson, Board of Directors UNNGOF





2021 started on a very challenging and uncertain note for UNNGOF. However, it also proved one thing true – our foundations are undeniably built on partnerships within the sector, the government, the international community, and of course, the citizens at the centre.

Even though our accounts which were frozen on false allegations of terrorism financing had been unfrozen, a key development partner of the sector – the Democratic Governance Facility, had their operations suspended; this affected the operations of many organisations. Through creativity and innovation, we adapted and found new ways of achieving our mandate while we sought legal redress for the false and damaging allegations.

As the year progressed, we came face to face with not only the effects of the second wave of the COVID-19 pandemic and a subsequent total lockdown in June but also the shrinking civic space, which saw 54 NGOs suspended in August 2021.

To strengthen organisations and push back, we embarked on health checks and rapid legal assessments to ensure compliance and self-regulation in the sector. We worked to fortify the credibility and legitimacy of the sector through knowledge sharing. We owe these strides to the different partners, the guidance of our members across the country, and our learning and adaptation model. Our new 5-year Strategic Plan, "The NGO Blueprint", consolidates our achievements through the years and lights the way for the next 5 years of our work with new programmes. We thank all those that walked this journey with us and made this strategy a reality.

Based on the lessons learned this year, we will continue to intentionally reach out to our partners and work with them to provide cutting-edge solutions and initiatives. We shall continue to foster learning and networking, as well as resilience and functional systems to build a strong and well-coordinated sector.

UNNGOF is what it is today because of our members and partners. We step into our 25th year of existence with a deeper appreciation for partnerships and the role of citizens.

2021 reinforced the absolute value of solidarity and collaboration. We thank all our partners, staff, development partners, and government stakeholders for working with us to contribute to making Uganda a better country for all. We purpose to continue to put the citizen at the centre of our work.



**Margaret Sekaggya**  
Chairperson, UNNGOF Board

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# FOREWORD

**Moses Isooba**  
Executive Director





Scenario building has for long been the forte of civil society. However, no amount of scenario building could have prepared us for 2021!

Having come out of 2020 almost unscathed, we were eager, anxious, and hopeful that we had survived the worst of the pandemic. The economy had been opened up, curfew time had been extended, meeting numbers were increased, and the travel ban lifted. Our organisation's accounts had just been unfrozen, and we had just signed a new 5-year partnership. SOPs had been eased, and we were able to convene large meetings again. We had reframed our activities and re-started programming – it was 'all systems go' to catch up on time lost in the previous years.

Little did we recognize the calm before the storm for what it was.

The 2021 General elections were more tumultuous than expected, and our election observation endeavours were frustrated. Our development partners were suspended, and the news was awash with negative propaganda against NGOs... people's jobs and livelihoods in the NGO sector hung in balance. The second wave of the pandemic hit the country even harder, the COVID-19 infection numbers skyrocketed, and the death toll grew to unimaginable numbers

in a short time. The country was locked down again...fear, loss, sorrow, and despair permeated every home. As an organisation, our work plans and activities were put on hold – life as we had planned it had stopped again.

However, "In chaos lies opportunity" – Sun Tzu.

Reflection. Re-organisation. Re-thinking. Re-strategizing – became our mantra. We dug in our heels and purposed to amplify our adaptation, innovation, and creativity. We intentionally focused on rebuilding and building better than which the pandemic had compromised.

We hinged our endeavours on a four-pronged strategy – partnerships and synergies; Compliance and self-regulation; Capacity building; and Letting citizens lead.

The legitimacy of our sub-national partners and members was high on our agenda because, as first responders in the pandemic, it was imperative that nothing disrupts their operations. Training of grassroots organisations, their community facilitators, and the districts' leadership they engaged with was non-negotiable. Local fundraising; mobilising support; virtual security; external and internal communication; results-oriented and impact-focused reporting;

When the sector was rocked by the suspension of 54 NGOs by the NGO Bureau on allegations of non-compliance, we took it in stride and rallied resources to support their reinstatement with rapid legal assessments. At the same time, we undertook Legal Health Checks for our Regional Advocacy Networks, Door to Door Compliance Clinics for our members, and re-imagined our self-regulation engagements and the Quality Assurance Mechanism (QuAM) for NGOs.

When it was clear we needed a new direction and a clear strategy, we fast-tracked the finalization and launch of our 2021 – 2025 Strategic Plan. We also undertook a Human Resource review to ensure we had the right human resources to support our ambitious endeavours.

We recognized the need for stronger partnerships, and therefore strategic relationships with government agencies were given more attention. We leveraged these partnerships on several SDG engagements like 2030 Core Reference Group & VNR Commitments SDGs engagement – SDG Talks, SDG Symposium, Orientation of UPFSDGs, inequality festival, inter alia. We owe our participation to the strength of partnerships.

Cognizant that the pandemic had exposed the weaknesses of our sector and remembering that this had compromised our services to our stakeholders, we chose to let citizens lead and undertook citizen-focused interventions - #Give4Good Campaign; the Philanthropy Symposium; Citizen Engagement in Elections – Topowa, Fireplace Conversations, Radio talk shows; Election Observation & Grassroot mini audits; Community-Led Development – Immersions, dialogues, fireplace conversations, "Save Bugema Forest Campaign – KCSO; Vuvuzela Campaign – WACSO

Through all this, we were forced to engage with the soul of our organisation – and to acknowledge that quality is better than quantity. 2022 will definitely be better. We will carry forward our lessons, celebrate our losses alongside our wins and focus on our impact at the grassroots.

We thank you all for holding our hand through 2021 – the year we learned, unlearned and re-learned.

Thank you.



**Moses Isooba**  
Executive Director



**STRATEGIC PLAN 2021 - 2025**  
**THE NGO BLUE PRINT**



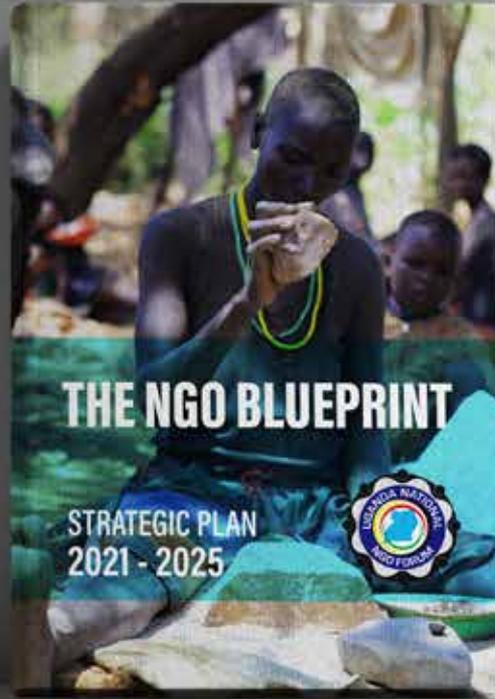
# THE NGO BLUEPRINT

STRATEGIC PLAN  
2021 - 2025



FOR  
NGOs

# #TheNGOBlueprint



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In the year 2021, we concluded our 2021 – 2025 strategic planning process. The 2021 – 2025 UNNGOF Strategy is anchored on a robust theory of change with citizens at the centre and rests on the iconographic imagery of UNNGOF as the NGO Blueprint (#TheNGOBlueprint).

**At UNNGOF, we believe that the NGO Blueprint will have to be characterized by three things;**

- L organizational worth,
- L determination to achieve excellence and,
- L commitment to the duty of service to citizens.

During the lifespan of this strategy, we shall endeavour to support the sector in appreciating its blueprint.

## Finance & Corporate Services

### Objective:

To provide cost-efficient support in a transparent manner, while fostering an institutional culture of optimal resource use that better enables UNNGOF to accomplish its objectives.

### Activity Areas:

  
Financial Management

  
Institutional Governance

  
Institutional Development  
Partner / Donor Relations

  
Human Resource Management

  
**UNNGOF  
STRATEGIC  
PLAN**  
2021 - 2025



## A healthy, strong & well-coordinated NGO Sector

### Objective:

To strengthen NGO sector coordination and capacity to deliver.

### Activity Areas:

  
Strengthening NGO  
Self-Regulation &  
Quality Standards

  
Strengthen Collaboration &  
Build Subnational Alliances

  
Build NGO Sector  
Expertise & Competencies  
through the CSO Academy

  
Membership &  
Constituency  
Servicing

  
Promote Technology for  
Development Interventions

  
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STRATEGIC  
PLAN**  
2021 - 2025



## An empowered, resilient & proactive citizenry

### Objective:

To support citizens' engagement, governance monitoring & ensure a positive environment for NGOs.

### Activity Areas:



## Pro-people Policies & Responsive Public Institutions Influenced

### Objective:

To coordinate collective pro-people policy advocacy engagements and advocate for responsive public institutions.

### Activity Areas:



## Sustainability, Resource Mobilisation and Philanthropy for Development

### Objective :

Harness the power of local philanthropy and domestic resource mobilisation in fulfilling the development aspirations and interests of citizens and their organisations.

### Activity Areas:

**philanthropy**  
FOR **development**



Social Enterprise Development

**CHANGE  
THE  
GAME**  
ACADEMY



Donor Relations & Fundraising



## Results, Communication & Knowledge Management

### Objective:

To achieve UNNGOF's core mandate through clear results management, brokering knowledge and learning; & creatively communicating our results to foster brand integrity & identity.

### Activity Areas:



Results Monitoring



Evaluations



Communication



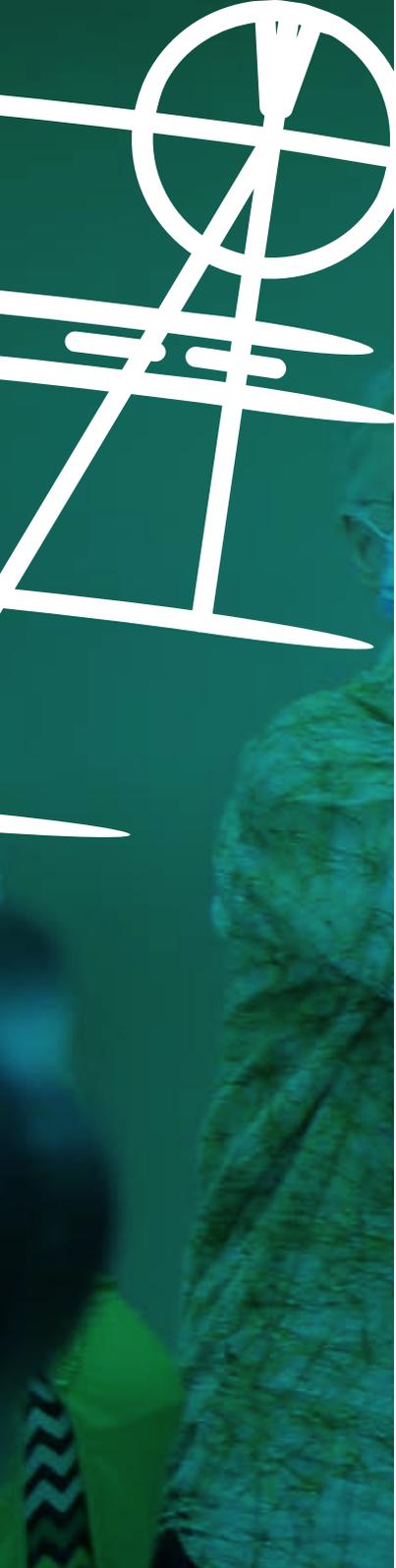
Learning



Documentation

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PLAN**  
2021 - 2025





# CHAPTER 1



# Uganda's Civil Society

History, Challenges, Prospects

## THE VALUE OF PARTNERSHIPS AND SYNERGY





“If you want to go fast, go alone. If you want to go far, go together”

– African Proverb

UNNGOF owes its growth and impact over the years to her members and partners. Much of what we have achieved has only been made possible by those who support our work and subscribe to the same values we espouse. We have relied on partnerships and collaborations with various stakeholders at the grassroots, national, regional, and international levels to achieve our mandate and further our work.



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## 19<sup>th</sup> AGM – 2<sup>nd</sup> Hybrid Annual General Meeting

UNNGOF recognizes that as a membership organisation, to remain useful to the sector, we must satisfy, to all extents possible, the expectations of our diverse membership. Through our membership servicing, we continue to provide not only general but tailored information to our subscribers. Alongside other support services, the Annual General Meeting is a crucial accountability forum for our members.

Despite continued challenges occasioned by COVID -19 related restrictions, we successfully held our 19th Annual General Meeting on 29th July 2021. This edition of the AGM was our second hybrid meeting - incorporating both a physical and online audience, and it brought together about 160 members. This hybrid aspect was in direct consideration of the travel restrictions that had been imposed in the context of the second wave of the COVID-19 pandemic.



*Left to Right, Ms Barbara Babweteera, Ms Margaret Sekaggya, Mr Paul Mulindwa*

A new Chairperson – Ms. Margaret Sekaggya from the Human Rights Centre Uganda, representing National NGOs, was elected for a three-year term. Mr. Paul Mulindwa from Kitara Civil Society Organisations' Network representing District NGO Networks was also elected. Ms. Barbra Babweteera of CCFU took over from Ms. Emily Drani as the member representing National NGOs who had moved on from the organisation. Ms. Emily Drani was endorsed as an Independent Board Member.

Strengthening institutional governance remains at the core of our work, and therefore, the new Board members, with their wealth of expertise and experience are a strong and welcome addition to our family.



## New Members

Over the course of the year, and despite the negative propaganda against NGOs and the false allegations of terrorism financing against UNNGOF that had plagued us from 2020 into the start of the new year, organisations continued to seek us out and join our family, enriching our membership with their diverse skills, experience and strengths in the areas they engage in.

### 16 new members joined our ranks

- L Center for Health, Human Rights and Development. (CEHURD)
- L Consumer and Health Awareness Initiative (CHAI)
- L Good Samaritan Ministries Uganda. (GSMU)
- L Holistic Empowerment of the Less Privileged (HELP Uganda)
- L Kigezi Women in Development (KWID)
- L Watoto Wasoka Foundation
- L Aridland Development Program (ADP)
- L YADNET Uganda
- L Women Rights Initiative
- L Viva Con Agua Uganda
- L Population Media Center
- L Open Street Map Uganda
- L Adara Development Uganda
- L Nourish Ministries International
- L Slum Youth Rehabilitation and Development Organisation (SYRADO)
- L Community Development Shield Uganda





*CSO Leaders meet the Minister of Internal Affairs in August to discuss the suspension of 54 NGOs*



## Strategic Relationships with Government Agencies

Many would contend that Civil Society and Government are two sides of the same coin, and therefore their endeavours should be complementary. UNNGOF has for long espoused this ideal and sought to build and strengthen CSO - Government relations in this regard. 2021 was no different - we worked to strengthen existing relationships with government agencies as entry points for collaborations and navigating an increasingly complex and shrinking operating environment.

We also deliberately formed strategic relationships with local government leaders, including 1,688 district councillors in 43 districts,

and enhanced their competencies to debate and legislate in line with citizen interests.

District councillors were specifically targeted to improve their ability to effectively represent citizens' aspirations while performing their functions and entrenching democratic principles at the district level.

Preliminary reports from the Implementing Partners and local governments leadership indicate that the councillors took the immediate initiative to monitor services in their districts and expose incomplete and abandoned projects.

## Communities of Practice



For long, UNNGOF has innovated around different learning vehicles and the diverse value they bring to our work. Our learning agenda has been driven by and benefitted from innovations like the Support Programme for Advocacy Networks (SPAN) derived from the previous 4 Regional Governor model, which boasted a framework of 35 district networks and the Regional Advocacy Network with 14 regional hubs. As part of our continued innovation around learning, UNNGOF resorted to Communities of Practice that transcend geographical boundaries and are instead focused on issues for engagement.

A Community of Practice is generally understood as a group of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly, reflecting the fundamentally social nature of human learning. Under the Programme Philanthropy for Development, UNNGOF formed 5 Communities of Practice (CoPs) around the themes of;



*Mr. Richard Ssewakiryanga trains participants on the fundamentals of a Community of Practice*

Community of Practice	Lead Organisation
Youth Empowerment and Participation	Open Space
Gender & Human rights	RIAMRIAM ( Karamoja )
Education Reforms	KICK Uganda (Kigezi)
COVID-19 Impact and Recovery	KANCA (Kabarole)
Social Accountability	WECISNET (Arua)

These were formed across the 14 regions as platforms through which philanthropy is identified, celebrated and utilised at the grass-root level among citizens. The CoPs will drive the agenda for engagement based on citizen aspirations.



## Philanthropy for Development (P4D) Programme Launch

In 2021, the operating environment for CSOs continued to shrink further and encompassed funding partners. The government's suspension of the Democratic Governance Facility (DGF) meant a 'go-slow' for many organisations. It also raised questions about the credibility of the organisations that benefit from this basket fund. Coming right on the heels of our challenges with the state – the freezing of the organisation's bank accounts on allegations of terrorism financing, this captured the attention of our organisation and the work we do.



*UNNGOF partners unveil the Giving for Change symbol during the launch of the Philanthropy for Development programme*

The symbol for giving for change depicts five smaller baskets all pouring into one main big basket, the baskets being a symbol of giving in Africa, different sizes for the different types/forms of giving.

The green (leaves) pouring from each of these baskets depict growth, productivity and the flowers the fruits of giving.

Government suspension of the DGF catalysed the discussions on foreign funding and government restrictions, and the sustainability question for organisations. This situation was the perfect opportunity to launch the Philanthropy for Development programme that offers answers to the narrative of NGOs receiving donor funding and pushing foreign agendas. The hybrid launch engaged key stakeholders from civil society organisations from both the regional and national levels, development partners, ministries, departments, and agencies as well as the media, both online and to a physical audience. We believe that the programme offers practical solutions to the sustainability challenge for most organizations.



## Engagement with the Sustainable Development Goals (SDGs)

UNNGOF continues to engage on the Sustainable Development Goals (SDGs) and Agenda 2030. It offers coordination for civil society engagement with the process and provides a platform for citizens and their organisations to engage Government on Uganda's commitments.

In 2021, the 2030 Agenda CSO Reference Group, under the auspices of UNNGOF, in partnership with the SDG Secretariat and with support from Action for Sustainable Development, surveyed the progress in the implementation of the Voluntary

National Review (VNR) commitments by the Government of Uganda. The report highlights that the Government has developed a new SDG Roadmap 2021/25 and a post-HLPF (High Level Political Forum) work plan with detailed information on the implementation of the commitments.

Additionally, in the efforts to commemorate the SDGs week from 21st -28th September, UNNGOF, with support from the UN SDG Action Campaign in partnership with members of the 2030 Agenda CSO Reference Group, organised several activities. Some of these activities include 'SDG Talks' held in partnership with ACTADE and Konrad Adenauer Stiftung convening multi-stakeholder conversations. During these conversations, stakeholders shared ideas and innovative solutions to build better and recover from the multifaceted challenges of COVID-19. The discussions focused on SDG 4 (quality education), SDG 11 (sustainable cities), and SDG 13 (climate action). Policy briefs highlighting key policy recommendations were developed as key advocacy documents at the different levels.

As a climax to the SDG week, we organised the National SDG Symposium in collaboration with Open Space Centre and the SDG Secretariat on the theme; "Increasing the Volume for the SDGs". This hybrid event (physical and online audiences) held on 30th September brought together over 100 virtual and physical participants and was officiated by the Focal Minister for the SDGs, Hon. Justine Kasule Lumumba. It was an opportunity for citizens to demand government accountability regarding the national SDG commitments they promised to fulfil. One of the key outcomes of the dialogue was the need for deepened localisation of the SDGs, especially among the youth, and the need to translate the SDGs into local languages.



## Capacity Building on SDGs.

In a bid to foster meaningful partnerships and further dialogue and collaboration, UNNGOF supported the Uganda Parliamentary Forum on SDGs (UPFSDGs) and the SDGs Secretariat to undertake an orientation of the new Members and leadership of the UPFSDGs. The orientation

covered the vision, objective, and mandate of the forum, and most importantly, the role of MPs in advocating for the SDGs agenda and achieving the SDG targets.

The three-day event brought together over 200 participants, including Members of Parliament, the Private Sector, Development Partners, and the Civil Society. It provided an opportunity for Members of Parliament to gain knowledge and understanding of the SDGs, which is integral to the performance of their legislative function.



## Inequality Festival

UNNGOF joined the Fight Inequality Alliance actors for the Inequality Festival from 13th-15th August 2021. The festival aimed at amplifying the deepening inequality manifesting in vulnerable communities. In the same spirit, UNNGOF, together with Oxfam and Action Aid International Uganda, convened a virtual webinar on "Inequality Exposed; How COVID 19 Divides as it Multiplies." The webinar was held on 20th August 2021 with over 100 participants from the Civil Society, Private Sector, and Government.

Participants discussed the current inequality levels and manifestations emerging from studies undertaken by Oxfam and Action Aid International Uganda on the impact of

COVID-19 on different categories of society. Participants also had the opportunity to share experiences and foresight on collaboration as a collective in enhancing the resilience and sustainability of our communities with happy and healthy people.

We owe our participation in Amplifying the Inequality Campaign to the strong partnerships we have with the different actors involved. By extension, our members and partners benefit from these collective engagements in terms of knowledge sharing, profiling and learning.



## The Humanitarian Platform

Uganda National NGO Forum convenes and coordinates the Humanitarian Platform for local and international organisations. The steering committee oversees the platform interventions.

On 29th March 2021, the National Humanitarian Platform held its 2nd Annual Members' Forum with 76 participants, including representatives from Government, OPM-CRRF, Media, both local and national organisations in the humanitarian sector, and INGOs. The Forum took stock of the past year and strategised on how members can reposition themselves as local actors in the localisation agenda.

The meeting fostered understanding and discussion on the importance of the localisation agenda as well as the opportunities therein for local actors. Updates were shared on the journey of the Humanitarian Platform, highlighting the achievements and lessons of the year.

Within the country, with the communities at the grassroots, we work closely with the Regional Advocacy Networks at the sub-national level and their partners. They are the direct implementers/lead at the grassroots for the bulk of the activities. Working with them also affords us contact with the local leadership at the district level that they engage with, ranging from the Local Council 5 to the Resident District Commissioner, inter alia.

We have extended our partnership to the Centre for Basic Research (academia) and a number of other consultants that are of key importance to our work in regard to building knowledge on philanthropy in Uganda. We also have arrangements with the College of Humanities and Social Sciences, the Department of Journalism and Communication at Makerere University.



# 2

## CHAPTER

# COMPLIANCE AND SELF REGULATION







“Self-regulation allows NGOs to create a space for norms and standards to develop. Self-regulations allow NGOs to develop a common understanding of what accepted practice is. Self-regulations are strengthening peer accountability by developing standards against which they can hold each other to account.”

- eldis.org

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The legitimacy and credibility of the NGO sector have always been core to our work at UNNGOF. We believe that while we hold our leaders to account, we must be able to do the same for ourselves, to hold ourselves to the same standard in terms of compliance with legal and regulatory frameworks and best corporate governance practices. We believe that self-regulation is not only a strategy for learning but also gives credibility to CSOs and bolsters legitimacy in their communities of operation as well as at national, regional, and international levels. We are committed to innovatively and effectively enhancing the sector’s credibility and compliance.

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## Re-imagining QUAM

The Quality Assurance Mechanism (QuAM) was developed for and by non-governmental organisations (NGOs) working in Uganda. QuAM, as a self-regulatory initiative, presents a unique approach that can help improve CSO Health in Uganda because it promotes a culture of accountability, learning, re-learning, and un-learning. It is the result of a participatory process with comprehensive consultations. It was formally adopted in 2006. Since its adoption, UNNGOF has been a promoter of the QuAM.

Cognizant of the low uptake of QuAM in the recent past, UNNGOF convened a reflection meeting for UNNGOF and DENIVA technical staff on 17th November 2021 to brainstorm on the status of QuAM and develop key actions to improve the uptake. The meeting allowed the technical teams to re-strategize and build consensus on how to jointly move in harmony and agree on critical strategies to strategically revamp the QuAM initiative.

A road map and key actions towards revamping QuAM have been developed and are centred around three main areas of popularisation, certification and capacity building. Actions moving forward include strengthening the certification process and developing guidelines for the selection of district committees; development of a fundraising initiative for NGOs; capacity building for the QuAMed NGOs; revision of the tool and the sharing of success stories and popularisation of QuAM.

NGO Quality Assurance aims at promoting the adherence by Civil Society Organisations to generally acceptable ethical standards and operational norms.

It sets principles and standards of behavior for responsible practice, to protect the credibility and integrity of certified NGOs and their networks in Uganda.

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## Legal Health Checks for the Regional Advocacy Networks (RANs)

Compliance with the regulatory framework is central to the health of the CSO sector. Our commitment to compliance and self-regulation within the sector remains as strong as ever, especially in the face of shrinking civic space. Therefore as a service to our RANs, UNNGOF undertook on-site legal health checks with 11 Regional Advocacy Networks (RANs) in Buganda, Busoga, Bukedi, Sebei, Karamoja, Lango, Acholi, West Nile, Bunyoro, Tooro, and Ankole regions. These legal health checks were a direct response to the continued shrinking space for organisations and the need to counter the possibility of having partner operations disrupted on the grounds of compliance with the regulatory framework for NGOs.



*Staff of Rwizi-Network pose for a photo with UNNGOF Administrator, Mr Andrew Dushime (2nd right) after a legal health check*

## Door to Door Health Checks (Compliance Clinics)

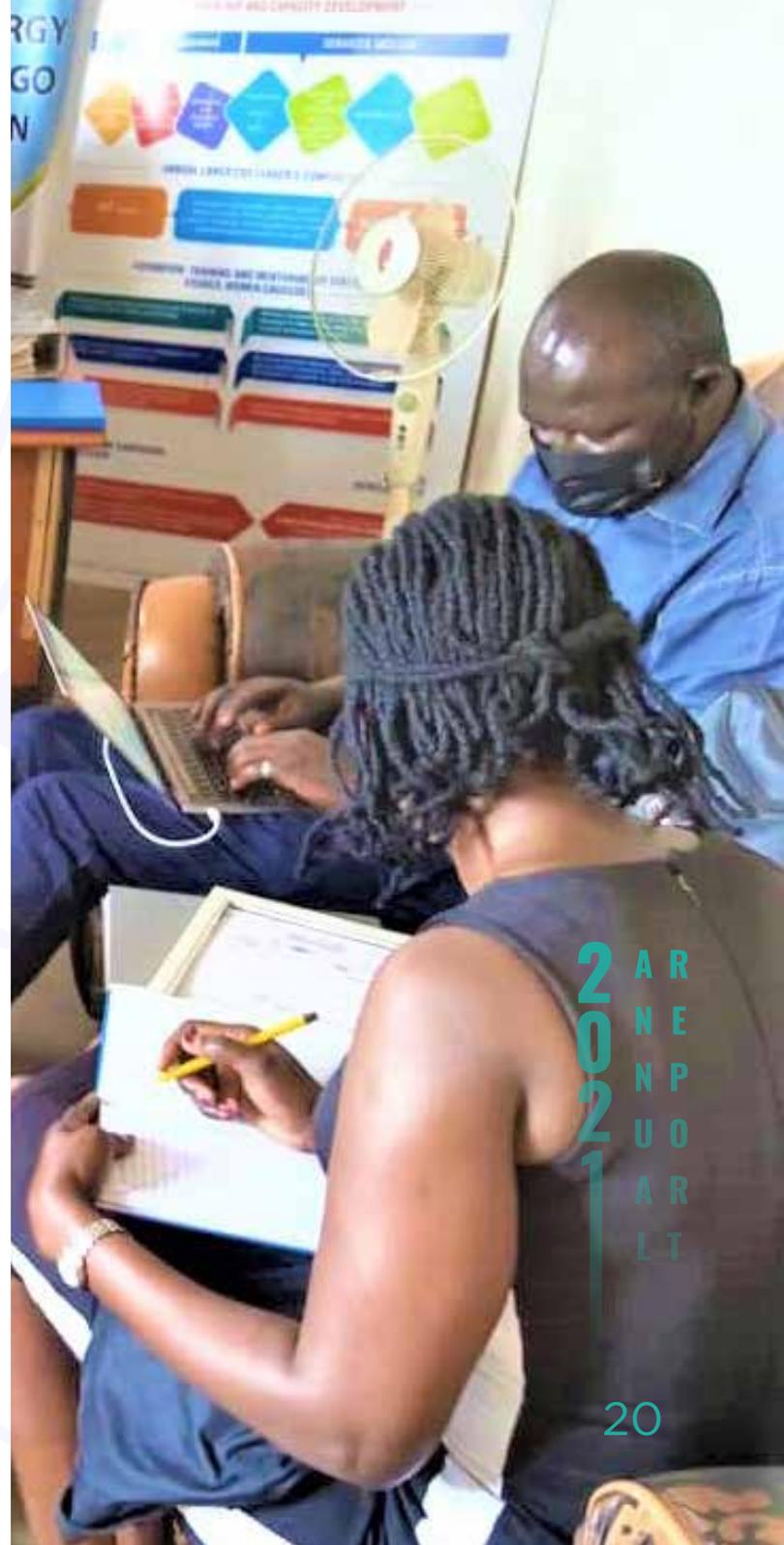


Our Philanthropy for Development programme seeks to enhance the legitimacy and credibility of civil society organizations. In doing this, UNNGOF identified compliance clinics on the NGO regulatory framework as an avenue to achieve this. These compliance clinics were initially designed as full-day physical meetings for about 25 representatives of select organisations in the 14 regions identified by the Regional Advocacy Networks.

To cope with and respond to the continued effects of the COVID-19 pandemic on the work of civil society, the original concept and design were reframed to take the form of door-to-door compliance clinics as the ideal model to enhance the compliance of organisations. This model has proven to be more efficient and effective and guarantees more value for money. In 2021, we convened over 115 door-to-door compliance clinics at the regional level in all the 14 regions of operation, and those visited and supported included both NGOs and CBOs.

These door-to-door health checks were instrumental in assessing the state of compliance of sub-national civil society organisations and laid the foundation

*Ms. Jane Kiyai (front) and Counsel Peter Magelah (back) during a compliance clinic at Lira NGO Forum*



for further tailored capacity-building actions for partners based on the findings. Not only were partners sensitised on the regulatory framework, but their compliance was tested, and learning to enhance their compliance was fostered. These organisations now appreciate and understand their regulatory framework, strengthen compliance and harmonise an approach to addressing the ongoing challenges with state agencies. They now extend the same support to their member organisations.



## Rapid Legal Assessments

Through its coordination and cohesion-building activities, UNNGOF built the resilience of CSOs to withstand shocks, including attacks from authorities, financial distress, and the COVID-19 pandemic. We continued to play a crucial coordination role in keeping the CSO sector on track with its work and commitments. As a result, the sector has continued to grow from strength to strength and is emboldened in its pursuit of social justice, accountability, and good governance.

With support from our partners, we conducted rapid legal assessments of the 54 NGOs suspended by the NGO Bureau. The assessments provided opportunities to review the legal, administrative, and regulatory gaps and facilitate practical and hands-on remedial actions. We also supported 27 suspended organisations to meet their outstanding obligations and resume their operations.



*Compliance clinic in progress at Kalangala NGO Forum*

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SUBMIT



# CHAPTER 3



ITEM	Qty	RATE	AMOUNT
CHAIRS	500	100,000	50,000
REFRESHMENTS	500	500	250,000
P.A. System	1	400,000	400,000
STATIONARY	1	300,000	300,000
VENUE	1	1,000,000	1,000,000
LUNTEERS	2	300,000	600,000
FMS	5	50,000	250,000
	6	50,000	300,000



# CAPACITY BUILDING

LEVEL TYPE. FUNDRAISING THROUGH OPEN | PUBLIC GATHERING.

## POTENTIAL DONORS:

1. Corporate companies.
2. Business people.
3. Religious leaders.
4. Religious leaders.
5. CSOs.
6. Schools.
7. Artists.
8. Politicians.

NAME: CHANGE THE WORLD UGANDA

PROJECT: CONSTRUCTION OF A HEALTH CENTRE MERU VILLAGE (ATTUDAF DISTRICT)

CHANGE THE WORLD IS A COMMUNITY BASED ORGANIZATION THAT AIMS AT SOCIAL TRANSFORMATION OF COMMUNITIES ESPECIALLY PEOPLE IN HARD TO REACH PLACES. IT LOOKS FORWARD TO PROVIDE SERVICES LIKE HEALTH SERVICES, EDUCATIONAL SERVICES, ECONOMIC ACTIVATION & EMPOWERMENT. IN MERU VILLAGE THERE ARE INCREASING NUMBER OF DEATHS AMONG PREGNANT MOTHERS, NEWBORN BABIES & AN INCREASE IN HIV INFECTIONS. DUE TO A SHORTAGE OF A HEALTH CENTRE. THUS CHANGE THE WORLD SEEMS TO CHAMPION THE CONSTRUCTION OF A HEALTH CENTRE THAT TO MINIMIZE THE INCREASE IN HIV INFECTIONS IN OUR COMMUNITY.

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Capacity building is defined as the process of developing and strengthening the skills, instincts, abilities, processes, and resources that organizations and communities need to survive, adapt and thrive in a fast-changing world.

– un.org



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We have learnt that building a positive environment for CSO operations and citizens' engagement with governance and development processes can only be achieved when all parties understand their rights and duties, as well as opportunities for innovation and adaptation within the constantly evolving environment. Development is founded on knowledge sharing and acquiring the necessary skills for sustainable interventions.

Our actions in 2021 were geared toward building better for a resilient citizenry and CSO sector. We purposed to seek out and enhance the capacity of citizens, Civil Society Organisations, local government leaders, and legislators.



## Change the Game Academy

In recent years, development assistance to CSOs has drastically reduced, with development partners either scaling back support or gravitating towards basket funding platforms like DGF and CUSP with stringent conditions. Therefore, the sector has found itself in a state of uncertainty about its sustainability and the benefits enjoyed by the communities they serve.

There is a growing need for funds in NGOs and CBOs, and actors need to find creative ways and techniques to acquire support to carry out their initiatives. The Local Fund-Raising and Mobilising Support trainings under the Change the Game Academy (CtGA) seek to provide a solution to this dilemma.

*Patrick Onaga, MS and LFR trainer, highlights the steps of identification and profiling of potential donors during a CtGA training*



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## Hybrid Local Fundraising training for Dutch partners

Amidst the lockdown restrictions and COVID-19 situation, UNNGOF, in partnership with CTGA, successfully organized the CTGA 2021 cohort training from 30th August to 3rd September.

The hybrid training had physical and virtual participants from eleven diverse organisations in Uganda, Rwanda, and Somalia. The training was all-inclusive because, for the very first time, we were able to cater to special needs as we had a participant with a hearing impairment. We availed a sign language interpreter to ensure her full participation in all activities.



*Participants of the hybrid LFR training  
present their group work*

## LFR and MS training for RANs



In a bid to build the capacities of our Regional Advocacy Networks (RANs) as key implementers of our activities, UNNGOF partnered with CtGA and organised the Local Fund-Raising and Mobilising Support twin trainings.

The week-long training had participants from the 14 sub-regions of Uganda, and the trainings delivered a comprehensive programme to empower civil society organizations to achieve systematic change and sustainable local solutions for purposeful development change. The trainings were intended to change the mindset of the organizations on how

community development can be done.

Participants were thrilled with the knowledge received and readily joined the community of game-changers, pledging to replicate the same in their communities.

Whereas many CBOs and NGOs are largely dependent on foreign contributions, Change the Game Academy wants to shift the narrative from dependency to sustainability and empower organisations as front liners for community development.





*Mr. Apollo Lee Kakonge, E.D WACSOE, appreciating the laptop from UNNGOF*



## **Virtual Security Training – UNNGOF Members**

Security planning amongst NGOs is often underestimated and/or not prioritized at all. It needs to be at the forefront of planning and budgeting as risk presents itself in various forms.

As part of the learning and capacity building of staff under the governance and communication project between UNNGOF and Lithuania NGDO Platform, 21 UNNGOF members participated in a virtual security training convened by the Lithuania NGDO Platform on 22nd February 2021. The training helped to raise the consciousness of CSO staff over security planning and equipped them with the basic skills to identify and protect themselves against threats to themselves and their work.



## External Communication – Lithuanian & Ugandan Members

In 2021, there was a great appreciation of the value of external communication in boosting organizations' credibility. In March 2021, we convened a virtual training on external communication reaching 56 participants from Lithuania and Uganda. Participants were

delighted to improve their skills in communicating their values, activities, and projects to all stakeholders – beneficiaries, local authorities, media, donors, networks, visitors, and others.



Participants attending the External Communication Training



## Results Oriented and Impact Reporting

It is best practice for NGOs to consistently report to stakeholders in order to boost their credibility. In March, we conducted a virtual training session on results-oriented reporting for 77 participants who were trained on impact-focused reporting. They can now highlight their work in the areas of service delivery, advocacy, democracy, and good governance.

## Humanitarian Platform – Enhancing the Capacity of Women Humanitarian Leaders in Humanitarian response



Enhancing the capacity of women humanitarian leaders in humanitarian response

In partnership with AWYAD, we rolled out a two-day program focused on three domains; importance and strengthening the knowledge of women humanitarian leaders in humanitarian principles. They can now ably design and implement humanitarian programs according to acceptable standards. The training brought together 11 participants

from the regions of Acholi, Karamoja, South Western, and West Nile Uganda. The activity aimed to build on the valuable humanitarian knowledge and skills that the local women humanitarian leaders already have and link them to international humanitarian standards and principles.

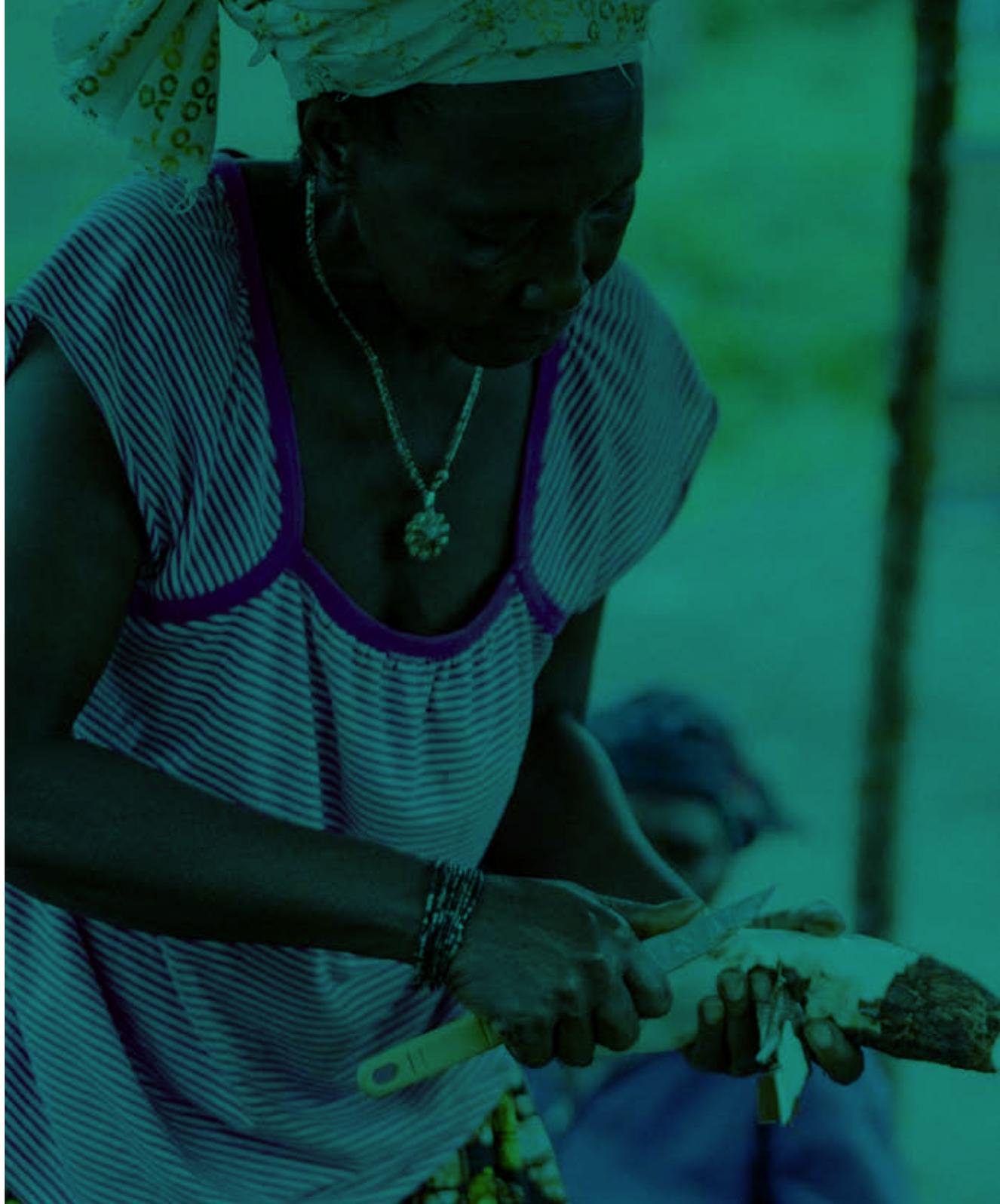


*Mr. Edward Itoote, ED - KANCA, makes a presentation during the LFR and MS trainings for RANs*

There is demonstrable growth in humanitarianism among women and communities. They are taking the initiative to solve women's issues, like imbalances in women's rights and sexual/gender-based violence, to demand quality service and treatment. The vibrancy of the women participating in such trainings is the start of a new trend, an incredible opportunity for UNNGOF to include more women in our initiatives. They are primarily interested in improving the treatment of women in society, which affects their daily lives, family, and work.



# CHAPTER 4



A group of women in traditional African attire, some holding wooden staffs, with a teal overlay.

**LETTING  
CITIZENS LEAD**

The citizen is the reason we do our work, and so in 2021, citizens took centre stage in all our initiatives. We established new citizens' formations and strengthened existing ones at grassroots and regional levels. These became impressive platforms for ordinary people to engage in development processes and the rollout of our activities.

## #Give4Good Campaign



“The African experience of giving has always been present. There is a spirit that moves in communities and makes people take action to help each other selflessly.”

– Richard Ssewakiryanga



The #Give4Good campaign was conducted in partnership with youth through the Open Space Centre, a youth-led and focused organisation. The campaign focused on inspiring communities to give, creating awareness of philanthropy, and mobilizing support among different stakeholders to solve community challenges. The campaign specifically sought out and included the

minority groups of women, youth, and disabled persons as a priority.

As one of the youngest countries globally, facilitating youth participation in governance and leadership is paramount for the future of Uganda's good governance and accountable leadership.

Youth interact during the #Give4Good campaign Debate finals





This is why we partnered with Open Space Centre, an organisation with a formidable youth base to amplify citizen participation at all levels. We organised campaigns on topical issues like how to manage anxiety during the lockdown; this was held in the form of a tweet chat (#AnxietyFree). Other campaign activities included tweet chats, Giving Tuesday initiatives, radio talk shows, community drives, and student debates.

From the campaign, we understood and experienced the importance of technology in youth engagement through the online and offline campaigns, which created publicity on community philanthropy and has led the youth and others to engage meaningfully on what philanthropy means to them. During the campaign, we witnessed several forms of giving to help individuals struggling with the effects of the COVID-19 pandemic.

*Offloading the truck of food donated by Mr. Yakubu Mayanja who was motivated by the #Give4Good campaign during the lockdown*



## 1<sup>st</sup> Annual Philanthropy Symposium

The first-ever Philanthropy Symposium was a culmination of the #Give4Good campaign and a celebration of philanthropy in Uganda.

Themed 'Giving for Good', the symposium was held on 21st December 2021 in partnership with Open Space Centre to convene youth, policymakers, and other civil society stakeholders to discuss their experiences on giving, challenges, and trends of giving in Uganda.

The youth panel shared their experiences and motivations towards giving in kind, time or skill. For most of them, giving is the solution to a community's need or problem, and one has to give without expecting anything in return, while others are motivated by passion. For Rachel Konso, her passion for working with young girls led her to learn tailoring skills to make reusable sanitary towels for girls in her community.

The symposium highlighted the upsurge of local giving to build community resilience. With generosity at the community level at an all-time high during the pandemic, it is no wonder that Uganda was ranked the 8th most giving country in the world by the Charities Aid Foundation World Giving Index 2021.

Major conclusions of the symposium included the need for enabling laws around philanthropy and documentation and appreciation of philanthropists.

The Philanthropy Symposium was a significant milestone for UNNGOF at the end of 2021.

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**Giving  
For Change  
Alliance**



Support From The Dutch Ministry Of Foreign Affairs

*Ms. Isabella Akiteng (R) speaks as part of the panel during the 1st Philanthropy Symposium. On the left is Ms. Sarah Pacutho*



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## Citizen Engagement in Elections



Uganda's civil society continues to operate in an increasingly volatile political environment. The peak of the 2021 general elections was turbulent, as political actors and journalists were attacked by Ugandan security personnel, the internet and social media were shut down, and election observation activities were disrupted. The COVID-19 related prevention measures were also exploited by the authorities to infringe on civil and political rights.

Despite these challenges, UNNGOF relied on partnerships in the sector, among citizens, development partners, and government stakeholders, to achieve most of our planned initiatives. We utilised existing citizen formations and platforms and supported the formation of new ones to steer our work at the grassroots.

We expanded and sustained citizens' engagement through quarterly community conversations across the 14 sub-regions of Uganda. Spaces for citizen engagement were expanded from 42 in 2020 to 252 in 2021 to increase the reach and deepen the impact of these engagements.

We convened structured conversations between citizens and their leaders and amongst the citizens in the form of 467 TOPOWA Forums and 467 Ekyoto/ Fireplace meetings at the community level to fashion ways to improve Uganda's election management system. Through these engagements, citizens and duty bearers made prepositions for reforming the electoral management laws and proposed their demands to governance institutions for better accountability. These forums have enabled citizens to gain greater access to information and leadership and helped to balance the power between the citizens and their leaders at the community level.

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ANNUAL  
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The community engagement models, i.e., TOPOWA Forums and Ekyoto Fireplace, have proved effective in stimulating citizen interest and participation in governance and public engagements. The forums have also acted as a breeding ground for nurturing leadership. Over 60 of the civic mentors and community members involved contested for office in the last elections, and 32 were successfully elected into various leadership positions in their districts.

The community-centeredness of the model is critical in creating ownership, context-specific solutions, and mobilising civic action at the community level.

The 2021 COVID-19 lockdown was an opportunity for continuous innovation and adaptation. Since the work of strengthening citizens' voices had to continue, we organised radio discussions to amplify their voices on crucial electoral and governance questions. The talk shows were spaces for citizens to air

their views and constructively engage with their leaders to find solutions to their grievances. They interacted directly with government officials and solicited instant responses and remedies to their concerns.

Most of our civic agency work throughout the year was supported through the USAID-funded Strengthening Citizens Engagement in Elections (SCENE) activity. As direct accountability, H.E Natalie E. Brown, U.S ambassador to Uganda, visited and had a roundtable conversation with some of the Civic Mentors responsible for facilitating regular citizens' conversation in the Tooro sub-region of Uganda. During the conversation, the ambassador got first-hand information about the civic mentors' involvement in the 2021 electoral processes, fostering public accountability and progress toward civic empowerment.



## Election Observation & Citizens Mini Audits

As part of governance monitoring, UNNGOF effectively coordinated election observation efforts under the auspices of the National Elections Watch – Uganda (NEW-U) in the first quarter of the year. UNNGOF, together with other civil society organisations, deployed a network of 2,454 domestic election observers across the 14 sub-regions in Uganda. We issued a series of press statements and reports. These reports pointed out issues for action by the authorities and messages that were instructive in informing decision-making at the height of the electoral activities.

As part of the monitoring process, we convened post-election citizens' mini audits of the 2021 electoral process. These conversations, convened at the community level, offered an opportunity to generate first-hand information on citizens' experiences before, during, and after the elections. The discussions informed a series of country-wide election stakeholder forums in which significant recommendations were made to improve Uganda's election management system.

The role of the citizens in ensuring government efficiency can not be overstated. As part of the effort to facilitate regular citizen-leader interactions and foster a culture of public accountability, UNNGOF, through our partners, facilitated citizen-accountability meetings across the country. These meetings provided a platform for citizens to evaluate the performance of elected leaders in the first one hundred days in office. The community meetings attracted over 6,500 citizens from 252 communities across the country.

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## Community Led Development

RANs remain a special purpose vehicle through which UNNGOF activities at the sub-national level are implemented.

2021 being an election year, the RANs actively participated in election observation efforts and held post-election campaigns, especially via radio, calling for co-existence and reconciliation. The RANs also continued their work around advocacy for the operationalization of the District NGO Monitoring Committees.

We appreciate the need for citizen participation in social accountability campaigns. In Bunyoro regions, Kitara Civil Society Organisations Network (KCSO) sustained the "Save-Bugoma Forest"

campaign, while in Bushenyi, Western Ankole Civil Society Forum (WACSO) was running the "Vuvuzela Campaign" that resulted in the interdiction of the Bushenyi-Ishaka Municipality treasurer.

A section of RANs (Pallisa Civil Society Organisation Forum (PACONET), Gulu NGO Forum, RIAM RIAM, and Lira NGO Forum) also continued to work closely with the Inspectorate of Government to build the capacity of citizens to monitor the delivery of public services.

RANs located in the newly created cities of Arua, Fort Portal, Gulu, and Lira have been pivotal in building citizen momentum towards advocating for "Good City".

Some of the RANs made connections with GIZ/ CUSP, which will be essential for strengthening the internal capacities to respond to the

membership/constituency demands. In Mukono, where there were rising cases of gender-based violence fuelled by COVID-19, Mukono NGO Forum supported and coordinated the campaign against this.

Through these and other initiatives, RANs' capacity to amplify citizens' aspirations has been strengthened.

*Community Members in Namutumba district hold a fundraising drive to support the procurement of desks for pupils*



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**INNOVATIONS**



## The Theory of Change Strategic Plan 2021 -2025

Respected and well-informed  
sector in Uganda  
contributing to citizen's  
safeguarding their



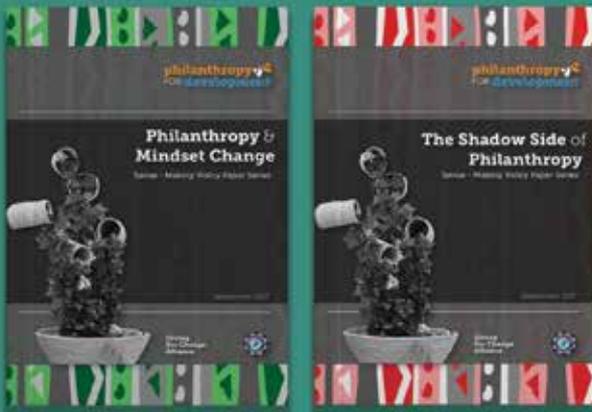
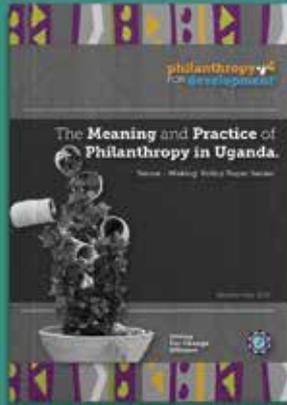
**IF** When we work to  
empower citizens to  
participate in their  
own government, we  
improve their participation in  
government programs.



**IF** We Strengthen  
Collaboration With  
Government On  
Policies & Regulatory  
Frameworks.



Responsible Private  
Institutions &  
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## Building the Body of Knowledge on Philanthropy

We have made the argument severally that African philanthropy exists, but it is not well documented. With the challenges presented by the continued pandemic, our creativity allowed us to reframe a number of activities to enable us, with the support of a consultant undertake 5 sense-making papers on philanthropy covering the themes of: 1) Meaning and Practice of Philanthropy; 2) Nexus between CSOs and Philanthropy in Uganda; 3) Philanthropy and Foreign Aid; 4) Giving with the Head or with the Heart; 5) The Shadow Side of Giving.

We also commissioned a sixth paper, "A Deep Dive into Domestic Philanthropy Impediments" which we partnered on with a Giving for Change Alliance member, Africa Philanthropy Network.

## Handbooks & Publications



We also compiled a Compendium of Laws on the NGO Regulatory Framework for their reference and utilisation. Relatedly, through similar interventions with other partners, we are proud that to date, 27 of the 54 suspended organisations have been cleared and have resumed operations.

## Spaces for the Discussion of Philanthropy



We instituted the Annual Philanthropy Symposium with its maiden edition in December 2022. The provision of such spaces allows for not only popularisation of philanthropy but for the sharing of ideas and innovations around giving and supports the building of a movement that believes in giving towards development. Involving policymakers and other stakeholders in Government, civil society and the general public fosters dialogue, buy-in, and support.

*Ugandan artiste Babaluku (R) poses for a photo with a participant after the Philanthropy Symposium*





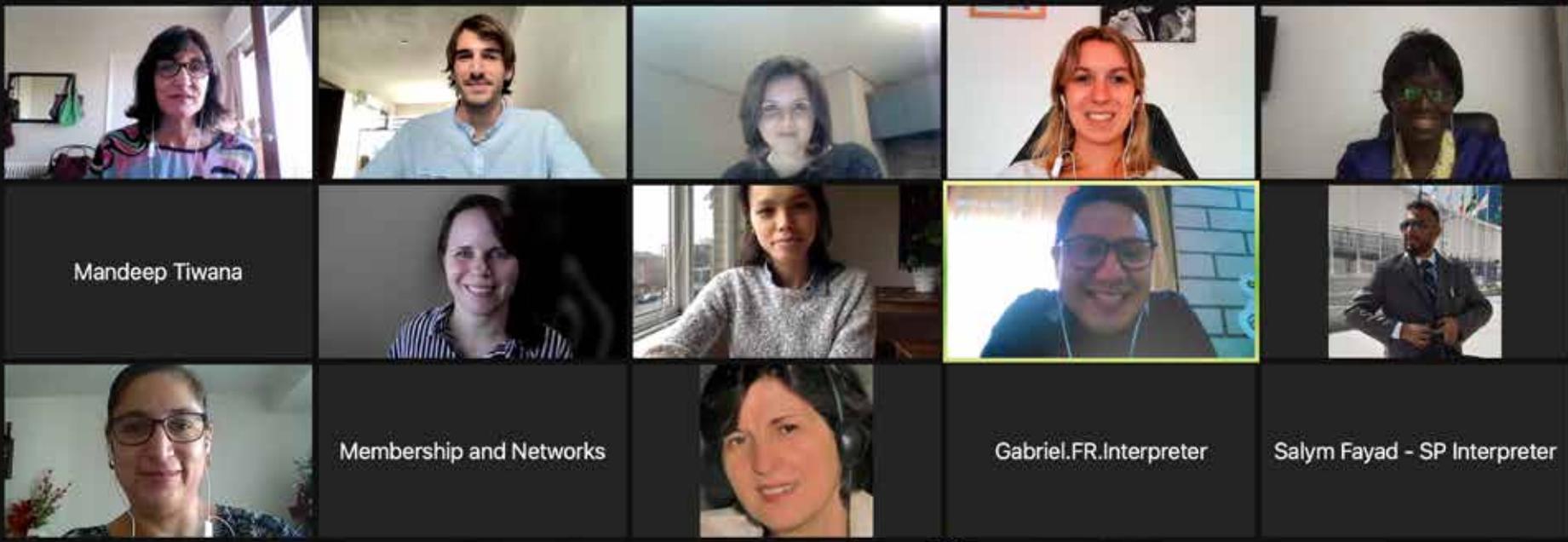
## Campaigns Relevant to Citizens

Partnering with Open Space Centre, we undertook the #Give4Good Campaign, with Open Space taking lead.

The campaign focused much of its attention and energies on engaging the youth and getting them to give towards the good of their communities in whatever form or way they could.

This intentional involvement of the youth moves the youth discussion from the arena of cross-cutting issues and counting participation to actually letting the youth lead and giving them a space of their own to grow into their potential.

*Youth carries placard encouraging the public to follow SoPs during the #Give4Good campaign*



*Participants attend the virtual AGNA/CIVICUS AGM*

## Virtual Dialogues



Most of our activities have always been convened physically, requiring participants and partners to move to physical venues. In 2021, this movement was restricted by the lockdown instated to curb the spread of COVID-19.

Working with our partners, we moved these conversations online and convened them in the form of dialogues. The dialogues which were held in response to the sector challenges of funding, resilience, and sustainability, involved panel discussions by selected experts and experience sharing by participants. The

dialogues were organised around Resilience and Relevance in the Face of a Pandemic, Resourcing for Development amidst the Pandemic: Challenges and Opportunities, and Context Conversation on NGO Sustainability.

We registered an increased number of people engaging with us virtually as they were no longer constrained by the issues of movement and transport to physical venues and could participate from the comfort of their homes and gardens.

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*Participants of the hybrid LFR training interact with the Patrick Onaga (R), one of the trainers.*

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## Hybrid Trainings

From 2020, we appreciated the use of technology in achieving our mandate by holding a virtual general assembly. We transferred this knowledge to our 2021 activities, most notably the hybrid training in Local Fund-Raising which brought together physical and virtual participants from eleven diverse organisations in Uganda, Rwanda and Somalia. Using the Zoom platform, the participants from Rwanda and Somalia were facilitated to fully engage with the trainers and their counterparts during the 5-day training.

## Sign Language Interpretation



The inclusion of persons with disabilities is critical to our very nature as a platform for all NGOs in their diversity and extends to the diversity of all Ugandans. One of our core values as UNNGOF is Diversity, Inclusion and Belonging. We strive to respect all people and uphold inclusion by welcoming them and fostering belonging in our initiatives.

During the Local Fund-Raising training for Dutch partners, we were able to cater to special needs as we had a participant with a hearing impairment by availing a sign language interpreter. The participant, Ms. Sabrina Ntaborwa, fully participated in all the sessions and activities of the training.

We are committed to espousing our values as an all-inclusive platform that appreciates the value of all citizens and facilitates their full participation in our initiatives.

*Denis Olanya (R) interprets a group presentation into sign language*



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**RESULTS, LEARNING  
& COMMUNICATION**

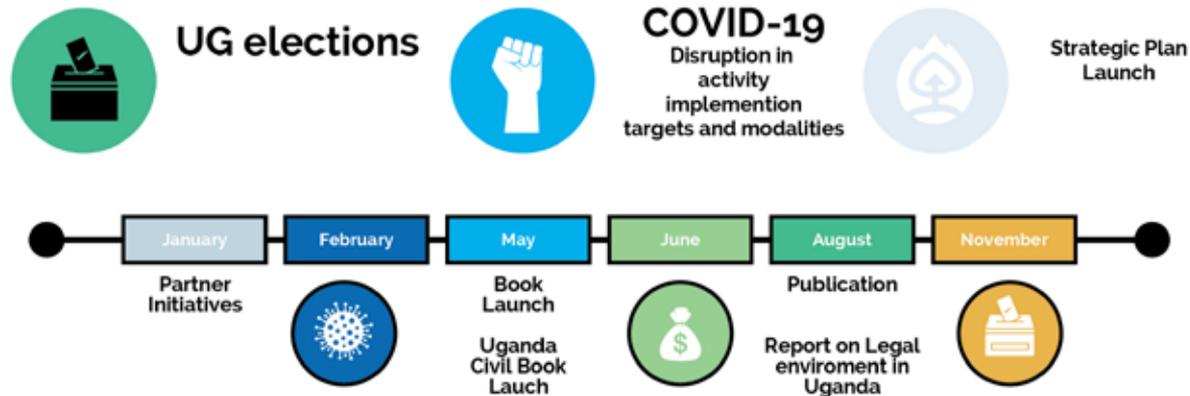


As a support function, the Results, Learning and Communication component works to ensure that UNNGOF achieves its mandate through precise results management, learning and knowledge sharing by creatively communicating our impact and initiatives to strengthen the recognition of UNNGOF as a brand. In 2021, we adopted lessons over the years, recommendations from partners, and innovations from the pandemic to collect, use and communicate our results effectively.

## PEOPLE REACHED - 2021



## Year in review



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## Monitoring and Evaluation

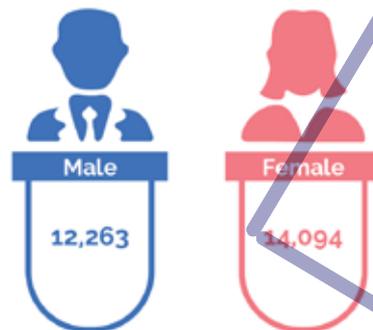
The M&E function continues to progress to meet the demands of proper results management and tracking. We strengthened coordination with the implementing partners to enable accurate capturing of data during implementation, which allowed timely submission of data. Our monitoring and evaluation policy and manual greatly supported how we collect, analyse, evaluate and report our results for our internal learning and sharing with wider stakeholders.

We established a working relationship with the Uganda Bureau of Statistics (UBOS) to develop a UNNGOF Statistics Strategy 2021-2025, which will guide us in generating

quality statistics for effective policies and tracking achievements on development outcomes to inform decision making. We have also improved our data quality by periodically conducting Data Quality Assessments (DQA).

We followed the recommendation of using quantitative indicators for our projects. This eased our results tracking as we also adopted a more participative approach to indicator tracking. UNNGOF exceeded its annual target by 218%; of the targeted 12,090 people, we reached 26,357 people. Out of these, 53% (14,094) were female and 47% (12,263) were male. This achievement is attributed to diverse activity execution approaches despite COVID-19 restrictions and the challenges we faced during the year.

### PEOPLE REACHED BY GENDER



2021 Gender Data is slightly balanced result:

#### 2021 Target Population:

12,090 people

#### Actual Reach:

26,357 people

Achieved in %: 218%

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# FUNDS & MOBILISING SUPPORT

*Mr. Amos Tugumisirize from Kabale District Orphans and Vulnerable Children Living with HIV/AIDs, shares the value of the LFR training*



“ Before the LFR training, only 30% of our funding was locally raised. Thanks to Change the Game Academy, 50% of our funding is now from local contributors and donors. ”



*Ms. Sarah Pacutho addresses debaters at the #Give4Good Debate finals held at Open Space Centre*



## Communication

Our communication efforts in 2021 were geared towards creating and producing high-quality communication products that informed, engaged, and united our partners within and outside the civil society sector.

We capitalised on using strategic communication methods to support the resilience of the civil society fraternity and expand the UNNGOF brand footprint. We

moved our often physical conversations online and partnered with implementing partners and the wider CSO sector, primarily through the dialogues and radio talk shows organised and held during the lockdown. We appreciated the increased number of people engaging with us virtually as they were no longer constrained by the issues of movement and transport to physical venues.

We continued to use our website, YouTube, and social media accounts to profile the initiative and knowledge products of UNGOF in attractive formats. Continuing the visibility project of #TheNGOBlueprint, we have noted significant growth and engagement on these platforms; from 12,351 Facebook followers and 19,800 Twitter followers in 2020 to 12,724 Facebook followers and 21,024 Twitter followers in 2021.

## KNOWLEDGE BROKERAGE

### Social Media Growth

#### Twitter Followers

21,024 vs 19,800 (2020)

#### Facebook Fans

12,724 vs 12,351 (2020)

#### YouTube Subscribers

4,000

### Website

- Articles : 55
- Publications: 45 UNGOF documents & Partner documents
- Products Launched:
  - Civil Society book &
  - Strategic Plan
  - CSO Sustainability Index Report

We also used our platforms to profile and interact with our membership and constituency. We have learnt that this inspires trust in us and allows our members and partners to "reap from their Forum".

We continued to improve our engagements and strengthen collaboration with the media. This enabled us to be recognised as a resource on matters concerning the CSO sector, as evidenced through invitations to be part of panels on talk shows as well as journalists seeking us out during the crisis of the suspension of 54 NGOs.



## Documentation & Knowledge Brokerage

Proper documentation and knowledge sharing are critical to the mandate of UNNGOF as a platform organisation. In 2021, we purposefully documented our initiatives and produced multiple knowledge products, including policy briefs, position papers and statements, and books. We published 55 UNNGOF and partner articles on our website and availed 46 documents and reports.

We also systematically collected journals, annual reports from partners, books, and critical stakeholder documents like the SDG Roadmap, relevant to the work of UNNGOF and the broader civil society sector.



# FINANCIALS &





# RESOURCES

Even with the unpredictability of 2021, we were able to carry through the year on the basis of our longstanding and new partnerships that ensured the continued implementation of our programmes and delivery of our mandate.

We also registered substantial growth in our resource envelope from UGX 4,886,897,588 to UGX 6,264,462,192. This confirmed continued trust by development partners in the organisational systems. This directly facilitated our ability to deliver innovative programmes to improve the wellbeing of citizens. It also provided the necessary legroom to procure assets and equipment, and cover the organization's running costs.



## Human Resource Review

UNNGOF has heavily invested time and resources in mapping organisational priorities to determine what capacity areas the organisation should focus on to build a formidable organisation that provides an efficient and effective platform for NGOs in Uganda. Through its BUILD Grant, Ford Foundation is providing support to build or strengthen institutional capacities such as human resource, monitoring and evaluation function, and information technology systems.

We were able to conduct a comprehensive human resource review, a popular tool for management to ensure the right mix of a well-motivated workforce. IT systems have been improved, and our operations include remote working, which is much more efficient. We now have a functional monitoring and evaluation policy and manual that is greatly supporting how we collect our results and evaluate them for our internal learning and sharing with wider stakeholders.



*Ms Jane Kiyai*

*Ms Theresa  
Tumwesigye*

*Ms Anita Batenga*

## Staff Enhancement



We also focused time and attention on the development, retention and attraction of human resources that directly contributed to the implementation of UNNGOF's work plan. With the signing of a new partnership agreement, our Communications Officer – Ms. Sarah Pacutho, was redeployed and promoted to Coordinator, Philanthropy for Development; and recruited two staff, i.e. Ms. Jane Kiyai and Ms. Anita Batenga to support the new programme. Ms. Theresa Tumwesigye was engaged as a Communication & Knowledge Management Officer to fill the vacant position.

As staff grow in their careers, there comes a time when they seek greater challenges. Two senior staff, i.e., Ms. Esther Nakayima and Ms. Sophie Kange, who had diligently served the organisation for over 10 years, moved on from the positions of Coordinator, Policy Advocacy & Engagement and Coordinator, Civil Society Strengthening, respectively. UNNGOF is highly indebted to their contribution.



## Challenges & Risks

Despite the successes registered above as a team, there were some challenges that the organisation faced:

- L Closure or suspension as a culmination of the continued attack on CSOs as foreign agents, with accusations of interfering in elections, confusing the youth, having funds that are unaccounted for, and not being accountable;
- L In November, the ADF rebel group carried out several bomb attacks around the capital, causing injuries and death of citizens. This state of insecurity was further heightened by bomb threats that caused widespread fear among Ugandans.
- L Risks to life and wellbeing – with the continued pandemic and the high number of infections and death, the health system collapsed under the weight of the second wave. Despite the increased campaigns for vaccinations, uptake for the vaccine was still low.
- L Increased cost of living – the country was gripped by high prices on fuel, transport, food and other goods and services.
- L Measures enforced to curb the spread of COVID-19, like the continued closure of schools and the lockdown, exacerbated domestic violence, teenage pregnancies, and child abuse. Poverty levels also rose by 10% as many Ugandans could not carry out business to provide for their families.

- L Freezing of Accounts by the Financial Intelligence Authority slowed down the implementation of our work and compromised our reporting obligations. The accounts were finally unfrozen in February 2021, and this necessitated working round the clock to recover lost time to comply with our reporting obligations.
- L The Government's suspension of the Democratic Governance Facility (DGF) has also affected the organisation as the project 'CSO Resilience, Health and Healing' has been halted. This, on the one hand, has affected our burn rate on this particular project and, ultimately, the citizen organisations that were supposed to be the beneficiaries.
- L The COVID-19 pandemic continued to hamper our mode of work in regards to organising and convening people. This forced us to re-think how we do business to remain relevant to our mandate.
- L Inadequate financial resources to fully run the organisation. UNNGOF still has a long way to go in raising the adequate resources required to comprehensively run the organisation per our 2021 - 2025 strategic plan aspirations.

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Strengthening Activity (CSSA)*

2021  
ANNUAL  
REPORT



UGANDA NATIONAL NGO FORUM (AN NGO & COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF FINANCIAL POSITION YEAR ENDED 31 DECEMBER 2021

STATEMENT OF FINANCIAL POSITION AT 31 DECEMBER 2021

ASSETS	NOTE	2021 Ushs	2020 Ushs
<b>Non-Current assests</b>			
Property and equipment	2	316,820,524	200,924,625
<b>CURRENT ASSETS</b>			
Receivables	3	231,058,285	249,681,156
Bank and Cash balance	4	882,688,904	515,099,059
		1,113,747,189	764,780,215
<b>Total Assets</b>		<b>1,430,567,713</b>	<b>965,704,840</b>
<b>RESERVES AND LIABILITIES</b>			
<b>Reserves</b>			
Capital reserves	5	316,820,523	200,924,625
Restricted reserve	6	1,098,747,190	722,293,295
		1,415,567,713	923,217,920
<b>CURRENT LIABILITIES</b>			
Creditors and Accruals	7	15,000,000	42,486,920
		<b>15,000,000</b>	<b>42,486,920</b>
<b>TOTAL RESERVES AND LIABILITIES</b>		<b>1,430,567,713</b>	<b>965,704,840</b>

These financial statements were approved by the Board of Directors on 26<sup>th</sup> March 2022 on its behalf by:

Chairperson  
UNNGOF

Treasurer  
UNNGOF

Executive Director  
UNNGOF

**UGANDA NATIONAL NGO FORUM (AN NGO & COMPANY LIMITED BY GUARANTEE)  
STATEMENT OF COMPREHENSIVE INCOME YEAR ENDED 31 DECEMBER 2021**



**STATEMENT OF COMPREHENSIVE INCOME YEAR END AT 31 DECEMBER 2021**

INCOME	NOTE	2021 Ushs	2020 Ushs
Balance brought forward	8	722,293,295	593,440,921
Restricted grants	9	5,507,061,462	4,219,475,140
Membership	10	23,141,000	23,176,900
Other income	11	11,966,435	50,804,627
<b>Total Income</b>		<b>6,264,462,192</b>	<b>4,886,897,588</b>
<b>EXPENDITURE</b>			
Civil Society strengthening	12	1,240,455,440	677,629,993
Civic space & Governance monitoring	13	1,410,158,949	1,253,807,215
Policy Advocacy & Engagement	14	152,679,037	140,135,512
Results management, Learning and communication	15	21,055,830	235,591,043
Finance and corporate services	16	2,335,878,746	1,842,596,530
Other committed expenses (accrued expenses)	17	5,487,000	15,000,000
<b>Total Expenditure</b>		<b>5,165,715,002</b>	<b>4,164,760,293</b>
<b>SURPLUS (UNSPENT BALANCE) AS AT 31 DECEMBER 2018</b>		<b>1,098,747,190</b>	<b>722,137,295</b>

These financial statements were approved by the Board of Directors on **26<sup>th</sup> March 2022** on its behalf by:

Chairperson  
UNNGOF

Treasurer  
UNNGOF

Executive Director  
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2021  
ANNUAL REPORT







**For further information:**

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