



**REFLECTING ON
25 YEARS OF
PARTNERSHIP
FOR EFFECTIVE
CITIZEN - LED
DEVELOPMENT**



2022

ANNUAL REPORT



**REFLECTING ON 25 YEARS
OF PARTNERSHIP FOR EFFECTIVE
CITIZEN - LED DEVELOPMENT**

ANNUAL REPORT

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FINANCE AND ADMINISTRATION

ACRONYMS

#BeLegit - Be Legitimate
ACODE - Advocates Coalition for Development and Environment
AGM – Annual General Meeting
APN - African Philanthropy Network
COVID – Corona Virus Disease
CSBAG - Civil Society Budget Advocacy Group
CSO – Civil Society Organisation
CSOSI - Civil Society Organization Sustainability Index
CtGA - Change the Game Academy
DENIVA - Development Network of Indigenous Voluntary Associations
DGF - Democratic Governance Facility
ICNL - International Centre for Not-for-Profit Law
IFC - International Fundraising Congress
INGOs – International Non-Governmental Organisations
LFR - Local Fund-Raising
MoFPED - Ministry of Finance, Planning and Economic Development
MS - Mobilising Support
MUBS - Makerere University Business School
NGO - Non-Governmental Organisation
PDM – Parish Development Model
QuAM – Quality Assurance Mechanism
RANs - Regional Advocacy Networks
SCENE - Strengthening Citizens Engagement in Elections
SDGs - Sustainable Development Goals
UGX – Uganda Shillings
UNNGOF – Uganda National NGO Forum
USAID – United States Agency for International Development

ACKNOWLEDGMENT



I would like to take the opportunity to congratulate all our key stakeholders, development partners, Board of Directors, staff, Government MDAs, District local governments, implementing partners and citizens of Uganda for successfully completing 2022.

The Uganda National NGO Forum envisions a coherent, respected and well informed NGO sector in Uganda which actively contributes to citizens' well-being and safeguarding their rights. Our mission priority is to provide a sharing and reflection platform for NGOs to influence governance and development processes

in Uganda and enhance the operating environment. We could not contribute to this mandate without the enormous contribution of you, our members, partners and stakeholders.

We have registered great milestones, and we continue to advocate for improvement in the operating environment for NGOs, human rights promotion, citizen-centred policies, and access to social services by citizens.

With the dwindling donor funding for the sector, NGOs should embrace locally generated resources in order to sustain their programmes.

Once again, we appreciate our development partners who have supported us throughout 2022 amidst global challenges and tightening economies as we emerged through two years riddled by the COVID-19 pandemic. Our unequivocal commitment and pledge is that we shall remain truly wedded to our vision, mission and core values as we influence governance and development processes in Uganda.

I recommend this annual report as a primer for anyone that seeks to understand and appreciate the value of the NGO sector in Uganda.



Margaret Sekaggya
Board Chairperson

FOREWORD



This report is a manifestation that the Uganda National NGO Forum is still serving the citizens due to our intentional citizen centred programming. As a membership and platform organisation, we started this year with a commitment to fulfil the Strategic Plan through undertaking a comprehensive human resource review which streamlined our team formations and allowed us to efficiently deliver our different work streams.

I am happy to report that the great milestones registered in 2022 were due to candid reflections, reviews and intentional focus on why we exist. With guidance from the Board of Directors, our aspirations for the year were realised.

Annual Report 2022

"Reflecting on 25 Years of Partnership for Effective Citizen - Led Development"

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Broadly, we celebrate our ability to convene and coordinate CSOs to lobby and influence the national agenda; we have built and sustained relationships with sector regulators for example the NGO Bureau, Ministry of Internal Affairs, the Finance Intelligence Authority and the National Planning Authority. We were able to influence pro-people policy conversations such as the virtual national dialogue on the Parish Development Model which is a flagship strategy to socio-economic transformation in Uganda.

UNNGOF was very instrumental in promoting a proactive and engaged citizenry through our programming models which promote citizen cohesion and engagement with their duty bearers.

We continued to promote philanthropy for development especially at the community level to entrench this practice in the minds and actions of citizens and to bolster CSO sustainability. Our capacity building initiatives empowered our members and implementing partners to be more ready to fulfil their obligations and build their resilience.

I take this opportunity to thank our Development Partners and Members who provided invaluable support towards the success of our interventions, and express great gratitude to the Board for the guidance and the Secretariat for commitment exhibited through the year.

Yours in service,



Moses Isooba
Executive Director





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CHAPTER
ONE

INTRODUCTION



Civil Society Actors convene at the Secretariat for a validation meeting on the NDPIII Mid-Term Review



"Reflecting on 25 Years of Partnership for Effective Citizen - Led Development"

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The Uganda National NGO Forum (UNNGOF) remained committed to its vision, mission, and core values in 2022 as guided by The NGO Blueprint, our 2021 – 2025 Strategic Plan. Throughout the year, UNNGOF convened and coordinated CSOs to lobby and influence the national development agenda. True to our Strategic Plan, we focused on the collective and capitalised on the power of numbers to be a force of change to build the Uganda we all want through working towards influencing pro-people policies and responsive institutions.

Building and sustaining relationships with Sector Regulators

UNNGOF, in partnership with the Human Rights Centre Uganda and the National Bureau for NGOs, jointly organised regular interactions with the Ministry of Internal Affairs as avenues for honest dialogue between NGOs/other civil society actors and the government. In 2022, we organised several meetings where the Minister of Internal Affairs and Executive Director of the National Bureau for NGOs reiterated their appreciation for the complementary role of NGOs in reaching citizens that the government may not be able to.

Committing to creating and maintaining a conducive operating environment for NGOs, Gen. David Muhoozi in November 2022 said, *"The Government of Uganda continues to recognise the contribution of the NGOs and remains committed to ensuring they have a conducive operating environment and enjoy their rights as enshrined in the various global and national legislations."* We appreciate this positive stride towards improving the civic space, which has been on a downward trend over the years.

The sector used this platform to raise several issues, such as delays in renewing permits for NGOs which exposes them to paying hefty fines for operating without valid permits. The Minister expressed concern about this and tasked the NGO Bureau to prioritise and fast-track the renewal of permits. We look forward to seeing this commitment realised.



Gen. David Muhoozi, Minister of State for Internal Affairs delivers the Minister's remarks during a quarterly dialogue.





02

CHAPTER
TWO

INFLUENCING PRO- PEOPLE POLICIES

Annual Report 2022

The policy environment in 2022 continued to be faced with significant challenges. Patronage politics continued to substantially derail progress towards pro-people policy gains. During the year, UNNGOF focused on producing and contributing to policy advocacy-related outputs that curated citizens' and stakeholder views to shape public policy.

The Parish Development Model

2022 is the year that the Government of Uganda launched the Parish Development Model (PDM) as a flagship strategy to create a socio-economic transformation and shift 39% of Uganda's households out of the subsistence economy into the money economy.

UNNGOF considers the PDM not only a vehicle of transformation but an opportunity for CSOs to influence development and governance processes. To contribute to policy analysis and advocacy efforts for the sector, UNNGOF collaborated with the Civil Society Budget Advocacy Group (CSBAG), Advocates Coalition for Development and Environment (ACODE), and the Development Network of Indigenous Voluntary Associations (DENIVA) to develop a Position Paper on the PDM.

The Paper titled: *"Is the Parish Development Model a Panacea? Challenges and Opportunities"* assessed the PDM and identified key concerns for redress towards the achievement of its goals and objectives.

Some concerns identified were the one-size-fits-all budget allocation method and the distortion of the decentralisation framework by shifting the responsibility of implementation of the model from the Sub-County or Division – the lowest local government, to Parish Development Committees. The paper was validated in a stakeholder’s dialogue targeting District leaders, the Ministry of Finance, Planning and Economic Development (MoFPED), CSOs, the media, citizens, and Development Partners.

Ultimately, the Paper informed discussions with critical stakeholders on implementing the PDM at the national and regional levels.

Advocating for equality and inclusion in education: the case of Makerere University

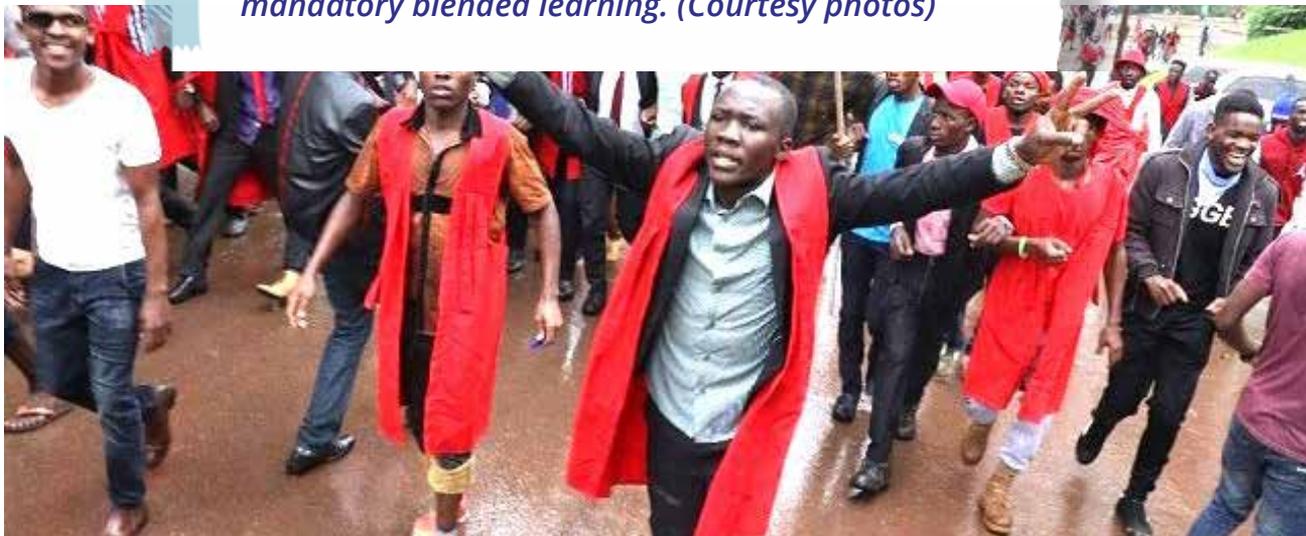
In the current digital era, one could say that the COVID-19 Pandemic did us an enormous favour as it suddenly forced institutions and individuals to embrace technology for learning and interaction. While this was great for some countries, it incapacitated and disconnected many underprivileged Ugandans from accessing essential public goods and critical education services.

To adapt and try to forge ahead with executing its mandate, Makerere University introduced

blended teaching and learning. This eliminated students who could not access smart gadgets or expensive internet packages and sparked a demonstration by students demanding the reversal of this decision. In solidarity, UNNGOF produced and disseminated a policy brief titled; ***"Makerere University's Mandatory Blended Learning Is Exclusionary"***, reiterating the above obstacles to education and suggested several recommendations, including maintaining physical learning and prioritising access to broadband, smartphones, and laptops for all students. Soon after, mandatory learning was scrapped, and students could resume their education.



Makerere University students protest against mandatory blended learning. (Courtesy photos)







03

CHAPTER
THREE

**OUR CONTRIBUTION TO
PROMOTING A PROACTIVE
AND ENGAGED CITIZENRY**

Annual Report 2022

Uganda is awash with citizens who are socialized to solely depend on the government, thus the unending clarion call of "gavumenti etuyambe" (literally translated, 'let the government help us'). This is usually most evident during election cycles when 'middle-class' citizens express shock at the state of living for the poor Ugandans who turn to aspiring leaders for basic household goods. Suffice it to say that the average Ugandan is resigned to their fate and does not see the government as a working entity that is in touch with them.

One can trace this back to the country's politics or the poverty trap that ensnares many Ugandans. However, there is a 'hunger' for living better lives and being active citizens in the country. UNNGOF is persuaded that this hunger cannot be stopped by prescriptive solutions of governments on behalf of the people, not even by the grant system of donors, but by the people themselves through citizen education that questions dominant narratives to create the much-needed citizen agency.

Our citizen-focused approach is a daily reminder that we must remain alive to citizens' aspirations and struggles and generate momentum for all to participate in the governance of this country at every level.

Our work under the Strengthening Citizens' Engagement in Elections (SCENE) Activity;

“The work of SCENE is central to our work at UNNGOF. We believe that the change we seek will come through citizens' arrangements.”

**Dr. Moses Isooba,
Executive Director, UNNGOF**

Some of our work to create an engaged and proactive citizenry is executed through the eight-year USAID/Strengthening Citizens' Engagement in Elections (SCENE) activity implemented in the fourteen sub-regions of Uganda. Under this activity, we ensure that citizens actively influence constitutional, political, and legal reform processes. These contextual issues shaped and motivated our interventions during the year in the form of citizen engagements and bettering the civil society operating environment.

2022 was off to a great start with the extension of the SCENE cooperative agreement, which started with the selection and orientation of the eleven implementing partners in a start-up conference during which they were equipped with critical tools, including monitoring and reporting, learning and adaptation, among others.

With the robust network of implementing partners, we organized 234 community meetings (Topowa Forums and Ekyooto / Fireplace) where citizens generated issues related to their social, economic, and political challenges. These community meetings, attended by leaders, have increased citizens' ability to demand accountability and established trust on both sides.

In Kilanga Butagaya in the Busoga sub-region, citizens were concerned about the poor community road in their community. They raised this matter in a fireplace meeting attended by District leaders who realized the urgency to work on the road. The following day, the District Chairman and a team of area councillors surveyed the area and sent equipment and technical people to work on the road. During our interaction with Ms. Mutesi, a community member, she attributed this success to the Ekyooto meetings, which gave them a platform to discuss their community issues and built their confidence to interface with their leaders. *"Before these meetings, we never imagined calling for a meeting of our leaders to discuss our challenges, but now with this success, we shall be inviting them often for interactions,"* she said.

University Debate Nationals: Building a generation of bold and informed youth

UNNGOF believes in the inherent potential of young people to be transformative elements of Uganda's society. In 2022, our approach to enhancing this potential was through utilizing creative arts, training, and mentorship to reach young people and promote youth-led civic engagement.

We partnered with Open Space Centre, a youth organisation, and reached over 200 young people in universities through the debate competition and over 1,000,000 on social media with messages about governance and development. For the second year running, Makerere University Business School (MUBS) won the competition during which participants interrogated democratic processes and appreciated the value of voicing their opinions in the country's governance.

Monitoring Civic Space in Uganda

The operating space for NGOs in Uganda continues to shrink, causing self-censorship, withdrawal from public issues, and curtailing some organisations' abilities to fulfil their mandates. As part of its efforts towards a healthy, strong, and well-coordinated NGO sector, UNNGOF remained wedded to its mandate of monitoring civic space and providing solutions to ensure that NGOs could build better and remain strong enough to withstand any shocks.





Implementing partners of the SCENE Activity in a learning and adaptation planning session.





04

CHAPTER
FOUR

**DOING DEVELOPMENT
DIFFERENTLY THROUGH
PHILANTHROPY FOR
DEVELOPMENT**

Annual Report 2022

Over the years, we have come to recognise that there is no straight line to development. In 2022 under our Philanthropy for Development programme, we continued to put local resource mobilisation at the forefront of community development.

In 2022, the communities of practice held community engagement activities like fireplace conversations which were avenues for the active participation of citizens in solving community issues without waiting for the government. Citizens were empowered to understand their ability to rectify local issues and took action to solve some of them, while others were escalated to duty bearers for action. There was evident acceptance of the power of local resources in solving local problems.

For example, when Otuke District was hit by famine with fatalities, Lango Civil Society Network working with several partners and citizens' groups, mobilized food items for the most affected people, including disabled persons and children living in child-headed households. This is evidence of communities unlocking their collective power of community philanthropy.

Change the Game Academy

Our work with Change the Game Academy (CtGA) was another avenue through which we promoted local ownership through domestic resource mobilisation. As part of the CtGA training trajectory, we organised hands-on coaching sessions for the thirteen Regional Advocacy Networks (RANs) and one national organisation with Change the Game Academy trainers. The sessions reflected the best practices from class work and the communities on how organizations could better achieve their Mobilising Support (MS) and Local Fundraising (LFR) plans and the newly acquired knowledge they incorporated into their strategic planning processes.

UNNGOF staff trained as trainers in local fundraising and mobilising support

The context in which we operate is one of multiple overlapping crises: a global pandemic, rising authoritarianism, climate emergency, unprecedented economic inequality, and now the Russian-Ukraine crisis, which has sucked in the whole world. The sector's resilience and sustainability have been tested through these several shocks. The COVID-19 pandemic and perhaps the Russia – Ukraine war were wake-up calls for CSOs relying on development assistance from western donors who scaled back support. NGOs have learnt that the longevity of their initiatives has to be fuelled by creativity in raising resources for their interventions.

For these and several reasons, Change the Game Academy facilitated two trainings for UNNGOF staff in Mobilising Support and Local fundraising. The trainings equipped them with skills to train A-level organisations on local fundraising and mobilizing support. We were delighted that one certified trainer was added to the pool of resident MS trainers and two certified trainers were added to the pool of resident LFR trainers, bringing the total number of resident CtGA trainers to five. This has enhanced the capacity of UNNGOF to offer expert training and skills transfer to CSOs across the country in local fundraising and mobilizing support. This is a direct intervention toward promoting the sustainability and legitimacy of CSOs in Uganda.



Partners undergo training in Local Fundraising methods.





05

CHAPTER
FIVE

CAPACITY ENHANCEMENT OF THE SECTOR AND BUILDING PARTNER COMPETENCE

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In order to have a healthy CSO sector in Uganda, we have continuously improved organizational technical and governance frontiers. In 2022, UNNGOF was intentional in strengthening the capacity of CSOs across the country to enable realize their purpose and mission. In doing so, we conducted targeted capacity enhancement sessions with community facilitators, district leaders and community organisations.

Training community facilitators in mobilising support

“Facilitation is the process of guiding and opening minds of participants to discuss their issues and come up with solutions.”

**Rev. Patrick Onaga,
CtGA trainer**

Community facilitators are skilled individuals who support citizen engagements under the Philanthropy for Development programme. We trained 101 facilitators drawn from 13 regions of Uganda in facilitation methods and equipped them with skills to mobilise support. The participatory trainings awakened their community engagement skills and learnt to use skills like research, impartiality and rapport-building. Emerging reports from the communities show that the trained facilitators are central in engaging citizens to discuss their community problems and advocate for community giving as a solution. Community facilitators are indeed crucial agents of change at the community level.

Strengthening CSOs' engagement with duty bearers

To transform how development is done through the utilisation of domestic resources, we worked to strengthen the capacity of civil society players that serve communities at the grass-roots. UNNGOF organised sets of training aimed at supporting them to identify meaningful spaces for community engagement to help citizens to identify their needs, mobilise resources and fill gaps left by the government. Participants were enlightened about citizen-based advocacy as an approach to advocacy that requires communities to present their issues and solutions. These skills were applied in the community conversations in which citizens raised issues and ideated on short and long-term solutions with their local leaders.





06

CHAPTER
SIX

MEMBERSHIP GROWTH AND SERVICING

Annual Report 2022

Membership diversity is a critical strength that we have enjoyed over the years, and 2022 was no different in this regard. As a membership organisation we were pleased to welcome 14 new organisations into our ever-growing family, bringing the total number of registered members to 747 at the end of 2022. The voluntary choice to join our membership affirms our increased relevance in the sector and widens the base for collaboration in implementing UNNGOF's programmes and supporting the broader CSO sector. We continue to validate these members and have since reached 261 with plans to validate more in the coming year.

These new members now benefit from our membership servicing efforts which include sharing essential information, strengthened compliance, training opportunities, funding opportunities, consultancy calls, webinar invites and sessions, reports, invitations to meetings, and career opportunities.

“From the many consultancy calls UNNGOF shared, we were able to win one from Self Help Africa.”

Emmanuel Wabwire, Executive Director - Faraja Africa Foundation.



ALARM
2022
"Beware the enemy" says
do not drink on the road
see, I am doing a new thing
I will do things in
the way of justice of
I am building a wall of the
righteousness and command
to be maintained
2022 ALARM

Compliance clinic in session at the African Leadership & Reconciliation Ministries (ALARM-UG)





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CHAPTER
SEVEN

**STRENGTHENING THE
REGIONAL ADVOCACY
NETWORKS (RANS)**

Annual Report 2022

For the past thirteen years, UNNGOF has maintained its presence at the sub-national level through the RANs as an infrastructure of sub-regional hubs in each of the 14 sub-regions of Uganda. In 2022, we took deliberate steps to ensure that the RANs, which have been instrumental as "greenhouses of democracy" and incubators of emerging organised formations remained robust. A customised assessment tool was developed to collect current information about eight of the fourteen organisations. We identified opportunities for more robust documentation, internal governance, and compliance with the legal instruments. This will inform our capacity building interventions in 2023.

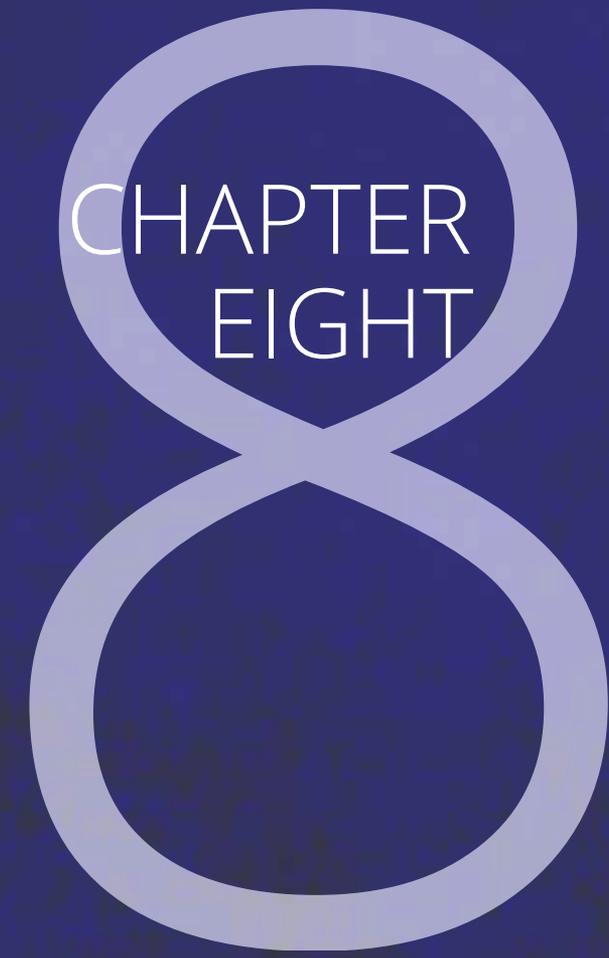
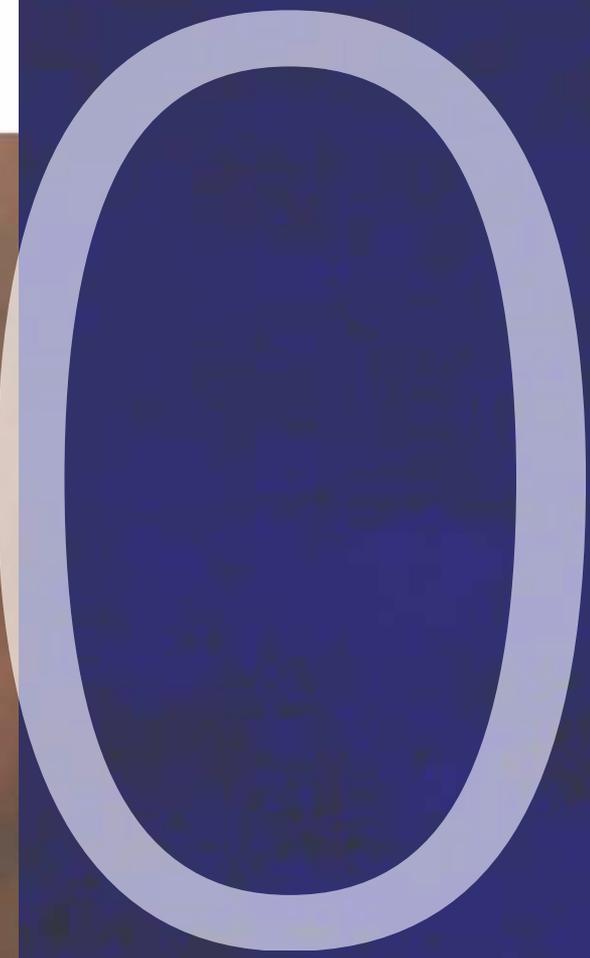
With support from the now-ended Democratic Governance Facility (DGF), 10 RANs were supported with institutional overhead costs. Two RANs (Lango Civil Society Network and Western Ankole Civil Society Forum) used this support to be able to fulfil their compliance with the administrative and legislative requirements of the state, thus improving their legitimacy. They are now fully operational and with the requisite operational permits, are able to continue offering the much-needed interventions for the communities they serve.





CtGA trainer, Rev. Patrick Onaga (c) facilitates a training session with RAN participants





CHAPTER
EIGHT

**STRENGTHENING
INSTITUTIONAL
CREDIBILITY**

Annual Report 2022



Mr. Paul Mulindwa (left) receives tools of power from outgoing Board Treasurer (right) Mr. Dickens Ogwal.

“CSOs and philanthropic organizations must seek to be both procedurally and substantively legitimate, effective and sustainable in what they do in the communities they serve.”

The Nexus between CSOs and Philanthropy in Uganda, Sense-Making Policy Paper 2

Annual General Meeting (AGM)

As part of strengthening institutional governance and accountability, UNNGOF held its 20th Annual General Meeting on 28th April 2022. As the organization's top policy forum and decision-making organ, the AGM received updates on the opportunities and challenges the NGO sector faces; and considered and approved the institutional 2021 narrative and financial reports.

This was our third hybrid meeting, bringing together about 130 members. While the hybrid arrangement was born out of necessity during the movement controls and restrictions imposed during the COVID-19 lockdowns of 2020 and 2021, it was an opportunity for us to learn and realise its value in cost-saving and the ability of increased participation as our members did not need to travel. Members lauded the hybrid format as being inclusive and cost-effective.

A new representative of District NGO Networks - Mr. Feni Twaib from the West Nile Regional Civil Society Network, was elected for a three-year term. Mr. Paul Mulindwa, from Kitara Civil Society Organizations' Network, was elected as the Board Treasurer.

As we work to strengthen the civil society sector, we remain committed to strengthening our own institutional governance to remain useful to our members, the sector and the country.





UNNGOF Board members conduct the 20th Annual General Meeting.





09

CHAPTER
NINE

THE NGO QUALITY ASSURANCE CERTIFICATION MECHANISM (QUAM)

Annual Report 2022

The NGO Quality Assurance Certification Mechanism is a self-regulatory accountability mechanism that was, since its inception in 2006, an NGO-led initiative. Its primary purpose is to create a credible, ethical and efficient NGO sector for NGOs operating in Uganda. The idea was borne out of the recognition that for NGOs to have the moral high ground to demand accountability from other actors, they needed to 'live and walk the talk.'

The low uptake of QuAM prompted us to interact and reflect on its future in the sector. UNNGOF was able to creatively come up with avenues where CSOs would comply with regulatory frameworks and thus the #BeLegit campaign.

#BeLegit Campaign: Building a Formidable Civil Society Sector

Civil Society Organisations in Uganda are faced with a bevy of statutory compliance, registration, and reporting requirements to numerous regulators, including, but not limited to the National Bureau for NGOs, Uganda Revenue Authority, Uganda Registration Services Bureau, and the Financial Intelligence Authority. Multiple layers of compliance stifle their work as they are under constant threat of sanctions by the state for noncompliance.

In a bid to support NGOs to not only deliver services to the communities, but also be compliant, the two promoters, UNNGOF and DENIVA, partnered for the QuAM Assembly of 2022 and launched the #BeLegit Campaign (Be Legitimate). Launched in the presence of partners and stakeholders within the civil society, government, development partners, and the media, this landmark campaign is one of the avenues to better prepare organisations to be credible and legitimate as they engage in development processes.



“ We are in the process of consolidating the value and contribution of the NGO sector. It will lay a big foundation for people to appreciate the value of NGOs in Uganda.

MR. STEPHEN OKELLO
– Executive Director
Uganda National Bureau for NGOs



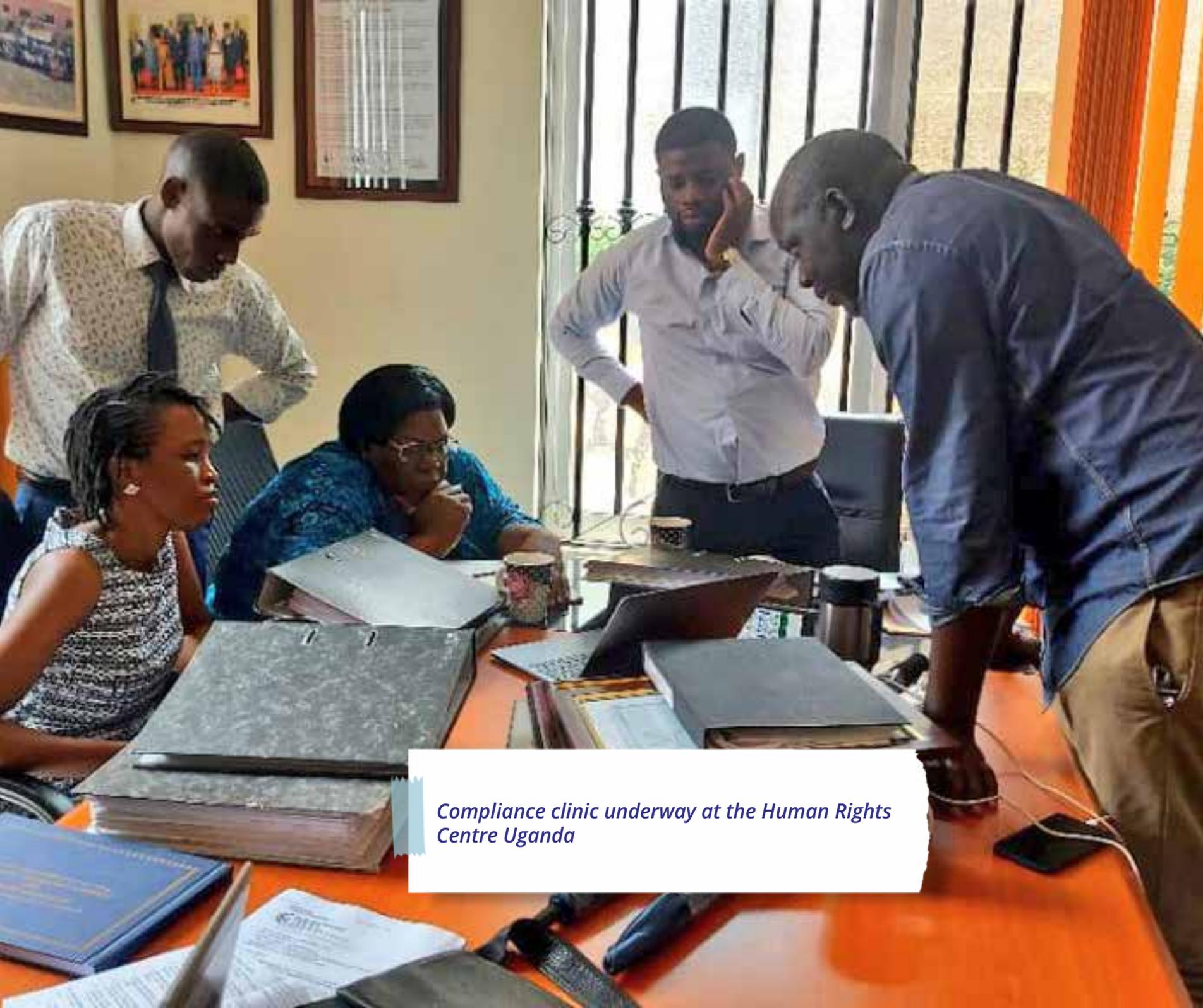
Door-to-Door compliance clinics

In line with our vision of promoting a legitimate and credible NGO sector, UNNGOF embarked on door-to-door compliance clinics with over seventy organisations under the #BeLegit Campaign. The clinics were done in the form of site visits at the organisation's premises to facilitate in-person interactions between a staff member of UNNGOF, a lawyer, and the host organisation. The candid conversations followed a deeper health check on their status regarding complying with government regulations and administrative procedures.

“ This visit has enabled me to have a detailed understanding of some of the clauses within our governance documents; we have been keeping them without detailed reference to them ”

We will continue these interventions in our work throughout 2023.





Compliance clinic underway at the Human Rights Centre Uganda



**Global
Call to Action
Against Poverty**
People Rising to End Inequalities



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CHAPTER
TEN

TOWARDS AGENDA 2030: OUR WORK ON THE SUSTAINABLE DEVELOPMENT GOALS

Annual Report 2022

Since the adoption of the 2030 Agenda, there has been continued recognition of the role of civil society as a key stakeholder in ensuring that the Sustainable Development Goals (SDGs) are realised. UNNGOF does this through monitoring, follow-up and awareness building. In 2022, UNNGOF made significant contributions towards SDG processes as an organisation and a collective under the auspices of the CSO – SDG Core Reference Group.

Uganda's 1st Ever Annual SDG Conference

UNNGOF enjoys a close working relationship with the SDG Secretariat under the Office of the Prime Minister. Both institutions have nurtured this relationship through the years to ensure that the civil society sector and the Government walk hand in hand to achieve the SDGs.

In the spirit of SDG 17 (Partnership for Development), UNNGOF collaborated with the SDG Secretariat/Office of the Prime Minister and UN agencies to co-organize the inaugural Uganda Annual Sustainable Development Goals Conference (ASDGC-UG) under the theme: ***"Building Effective Models to accelerate SDGs in the Post COVID-19 Era."***

UNNGOF has been at the forefront of coordinating CSO efforts to localize and monitor SDG implementation in Uganda. A crucial element of CSO-led actions is to mobilise citizens to contribute resources like time, funds, and talent to support community development, which ultimately contributes to the SDGs.

"Reflecting on 25 Years of Partnership for Effective Citizen - Led Development"

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This was emphasised during a CSO panel discussion on **Civil Society in SDGs Implementation, Monitoring,** and Reporting, during which CSOs called for citizen-led absorption, monitoring, and implementation of the SDGs and urged one another to harness technology and data to intensify local-level advocacy on crucial aspects of the SDGs. With only seven years left to achieve the ambitious SDGs, UNNGOF will continue to build on past work and efforts to ensure no citizen is left behind (tondeka mabega).

Re-imagining the CSO – SDG Core Reference Group

The group was established by civil society actors in 2016 to ensure better coordination around the 2030 agenda as a critical platform for amplifying the voice of the Ugandan civil society in national, regional, and global spaces on sustainable development issues. As host of the group, UNNGOF convened members to take stock of gains and ideate around stronger collective efforts towards achieving the SDGs. This reflection revealed many SDG achievements, including climate action, social protection, and building peace, justice, and strong institutions to celebrate as a platform. Realising the need for documentation, we produced and disseminated a CSO SDG Newsletter. We will continue harnessing the power of storytelling in 2023 by producing quarterly newsletters.

As part of advocacy efforts, UNNGOF organised a National People's Assembly during the Global Week of Action in September under the theme: "Leaving No One Behind in Recovering Better," with discussions focusing on the marginalized groups especially demanding the provision of public services, climate justice and equal access to COVID-19 vaccines for every Ugandan. Members also urged the Government to prioritise the popularisation of the Climate Change Act and deepen the localisation of the SDGs at every level.

The core reference group is committed to working with the Government, civil society, and communities toward Uganda's sustainable development.



13 OKUKUUMA
OBUTONDE

13 CLIMATE ACTION

CSO-SDG Core Reference Group members pose for a photo during the National People's Assembly.





11

CHAPTER
ELEVEN

FRUITS FROM OUR NATIONAL AND INTERNATIONAL PARTNERSHIPS

Annual Report 2022

From the birth of UNNGOF in 1997, we have relied on partnerships with various stakeholders at the grassroots, regional, national, and international levels. 2022 was a year in which the significance of alliances was even more evident to us.

From Words to Action: Re-Imagining the INGOs

“Unless communication is reformed, efforts to shift and balance power within the NGO community will remain superficial. The goal of this prototype is to bring about such a change through inclusive communication and de-jargoning development through appropriate language and lexicon.”

- Dr. Moses Isooba

2022 was the year of putting action to ideas through the Language and Lexicon prototype team, for which UNNGOF is the idea carrier. Over many decades, the international development system has evolved its own lexicon of words and idioms that shape how people understand and give meaning to their efforts and relationships. A result is that communications relied on by NGOs and the aid industrial complex have become imbued with neo-colonial, sexist, racist, and bigoted terms. These create and maintain power imbalances with formulations insensitive to many involved.

The Language and Lexicon prototype team developed an index of these "offensive" words to transform this language. The team created a tool that will use artificial intelligence to try to transform the use of language in the sector, both by abolishing neo-colonial or other inappropriate language and by enabling people to communicate in their local languages. These innovations were presented during the RINGO Learning Festival to the appreciation of all participants.

The team, comprised of participants from Lebanon, Palestine, Uganda, South Africa, the United Kingdom, and Canada, will continue these efforts to build this tool and push to make inclusive communication the norm, not the exception.

Participation at the International Fundraising Congress

As part of strengthening institutional learning, Ms. Sarah Pacutho, Team Leader - Civil Society Strengthening, participated in a learning visit to the Netherlands from October 17th to 21st, 2022.

During the visit, she was part of the International Fundraising Congress (IFC) as a speaker representing the African continent during the Big Debate on Collaboration for Impact. She urged stakeholders to drop the competition mind-set, examine how we relate as actors, and build principle-based movements. Participation in the IFC emphasized the importance of grassroots evidence and sharing information in the development and fundraising process.

She also interacted with the Wilde Ganzen Foundation team and gained insight into the organisation's focus, aspirations, work ethic, and innovations; some of which we will transfer to our operations in 2023.

The 2022 African Philanthropy Network (APN) Assembly: African Philanthropy Driving Change

Under the Philanthropy for Development programme and indeed as an institution, UNNGOF co-organised the 2022 APN Assembly through popularisation, organising, and participating in Twitter Spaces and the three-day Assembly, which convened over four hundred philanthropy actors from across the globe. The Assembly was a platform for participants to actively engage with issues of agency facing African communities and examine the responsiveness of African philanthropy practices, cultures, and policies.

During the Assembly, we organised the second edition of the Annual Philanthropy Symposium launched in December 2021 to raise awareness of community philanthropy and ongoing charity drives in Uganda. It featured a panel of experts, including youth leaders, policymakers, the private and informal sector, and members of civil society. Participants shared realities and stories of community giving; for example, youth in Kawempe created sharing groups in different areas of worship. Participants also exchanged ideas on how to amplify this community giving.

UNNGOF also organised a Local Fund-Raising (LFR) session that focused on translating classroom context to the practical and discussed the successes and challenges organisations face in practicing LFR. Some key emerging lessons from this session were that LFR is all about understanding the community and working together to find the needed resources for work; and that the LFR model is not a one-size-fits-all.

The Assembly indicated our unity in positioning African philanthropy as a driver of social and systemic change.





Philanthropy actors from across Africa dance during the opening of Day 2 of the APN Assembly.





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CHAPTER
TWELVE

RESULTS MANAGEMENT, LEARNING AND COMMUNICATIONS

Annual Report 2022

UNNGOF established a support component for results management, learning and communication to deliver its mandate through clear results management, brokering knowledge, learning; and creatively communicating its results to foster brand integrity and identity. In 2022, the focus was to establish a robust system which will deliver the mandate as prescribed in our Strategic Plan.

Number of people reached; We celebrate that we were able to reach directly a total of 20,860 people and out of these 42% (8851) were Male, 43% (9,150) Female and 14% (2,859) undisclosed their gender.

Knowledge Production and Sharing

One of our key mandates as a platform organisation is to generate a body of knowledge on policy, our interventions, and issues of concern to Ugandans through the production of timely and top notch knowledge products.

These are some of the products we generated;



Sense-Making Policy Papers; Widening the Knowledge Base of Philanthropy in Uganda

To contribute to the body of knowledge on philanthropy, UNNGOF produced and disseminated five policy papers focusing on the history, meaning, practice, and future of philanthropy in Uganda.

- The Meaning and Practice of Philanthropy in Uganda;
- The Nexus between CSOs and Philanthropy in Uganda;
- The Philanthropy and Foreign Aid Nexus;
- Philanthropy and Mind-set Change and
- The Shadow Side of Philanthropy.

The Papers lay the foundation for policy engagements and reflections on issues related to community philanthropy in Uganda.

Simplified Guide on the NGO Regulatory Framework

In a bid to deepen understanding of the existing regulatory framework within the sector and among stakeholders, UNNGOF, with support from the International Centre for Not-for-Profit Law (ICNL), developed a Simplified Guide on the NGO Regulatory Framework. The guide was shared in soft and hard copies as part of UNNGOF efforts to ensure that all NGOs are familiar with and adhere to the compliance requirements.

"Is the Parish Development Model (PDM) a Panacea? Challenges and opportunities": CSO Position Paper

In partnership with ACODE, CSBAG, and DENIVA, we developed a position paper providing CSO perspectives in implementing the model. The paper was disseminated and validated in a national stakeholders' dialogue and will continue to inform discussions with critical stakeholders on the implementation of the PDM at the national and regional levels.

2021 CSO Sustainability Index

Over the years, UNNGOF, in partnership with FHI 360 and ICNL, has developed the Civil Society Organization Sustainability Index (CSOSI) in Uganda. The Index measures sector sustainability around the seven dimensions of Legal environment, Organizational capacity, Financial viability, Advocacy, Service provision, Sectoral Infrastructure, and Public Image. It recorded a slight decline in the overall sustainability of the sector. The Index was applauded as a true reflection of the operating reality in a validation conversation in December 2022.

The CSOSI is an essential tool for civil society, governments, donors, academics, and others to understand and measure the sustainability of civil society, inform areas for investment, and formulate national agendas in promoting and strengthening the sector.

Firming Online Community and Communication Innovations

UNNGOF's Results Management, Learning and Communication function creatively communicates our results and experiences through several visibility efforts. We support programme components to achieve their mandates through result tracking, learning, documentation, and knowledge brokerage. We ensure brand integrity and recognition through the quality of communication we put forward.

Undoubtedly, the digital era we are currently in will only get more advanced, with the internet becoming the primary source of information for most global citizens. We purposed to and were able to utilise online platforms such as YouTube, Twitter, and the website itself to reach diverse audiences across borders.

Social Media

Social media is one of the first points of reference for many people seeking information about current events and other news. We purposefully created social media campaigns on Twitter and Facebook around our interventions and used platforms like Facebook live and live-streaming during events to reach even virtual audiences. This allowed us to have real-time interactions and feedback with our stakeholders. This online presence provided alternative perspectives from people outside the physical spaces and enriched our conversations.

To reach even more people, we sought out and nurtured partnerships with critical stakeholders like the Government Citizen Interaction Centre to disseminate and discuss the CSO Position Paper on the Parish Development Model and social media influencers throughout our campaigns.

Our Twitter audience stands at an impressive 22,000 followers, and our Facebook has garnered 13,007 likes. We worked hard to ensure that all interactions through messages and comments were attended to, making us available to those that needed our feedback.

Media Relations

In 2022, our relationship with the media was more robust, and UNNGOF was sought out as a point of first reference on matters affecting the sector and the country. Some of the most popular events covered were the CSO New Year's Message and the launch of the #BeLegit campaign, each covered by over ten media houses, including Nation Media, Vision Group, Radio One, and others.

We also held fruitful discussions with Nation Media Group, Next Media, and several radio stations for long-term partnerships. We will build these partnerships in 2023 to go beyond just coverage of our events.





Stories of change



Kihyo Primary School Students outside their classrooms (Photo by State of Youth)

Kihyo Community on Local Fund-Raising: A Success Story from Online Learners

Luke Bwambale Musubaho, a fundraiser at Kihyo Community Development Forum, was undertaking an online Local Fundraising course of the Change the Game Academy. Having acquired this knowledge online, he was further trained on the practical application of Local Fundraising methods by UNNGOF. To put theory into practice, he decided to raise funds for a community meeting with the local authorities to discuss community problems and possible solutions.

Kihyo community is a community in rural Kasese whose neglected people suffer due to lack of government services including education opportunities and live in extreme poverty. To improve living conditions, Luke's team planned a meeting with authorities to discuss community problems and possible solutions. *"At that time, I had completed three modules of the Change the Game Academy Local Fundraising course, and I decided to practice raising funds for this meeting,"* Luke Bwambale Musubaho tells us.

The Forum started mobilizing the community members, asking for cash and in-kind donations. Interestingly, the community responded positively to this cause. *"I realized I had a mentality of thinking that donations always have to come from abroad. In that thinking, we got stuck raising a total amount of 100 US Dollars, equivalent to 370,000 UGX. But when I started applying the techniques gained from the training, we raised an extra 230,000 UGX in cash donations and material contributions worth 140,000 UGX from the members and institutions of the community. It was enough to pay all the costs of the event,"* Luke explains.

The event was a success, and the Forum officially handed over a development report prepared for the occasion to the LCV Chairperson, who soon realized the community's urgent needs. Another positive point is that the organisation also gained community respect. *"I later discovered that in the process of raising these funds, we were creating awareness of our activities. The Chairman also promised to support our community school with desks and consider the construction of much-needed additional classrooms in the coming government financial year. He further promised to guide us in the process of getting access to electrical power through the Rural Electrification Agency. Our action was a very successful one!"* he positively concluded.

From Saul to Paul - LC1 Chairperson Taking on the Fight Against Corruption

When UNNGOF initiated the Topowa and ekyooto/fireplace community conversations in the Bugisu sub-region, Wambede Daniel had no idea how much his life, reputation and opinions would change. Wambede is the Local Council (LC1) Chairperson of Wabukhosa village in Bungokho Central Constituency, Mbale District.

Before the project, Wambede was accustomed to soliciting bribes from unsuspecting citizens as a condition for offering services like referral letters and witnessing agreements.

"SCENE project came to our area after the LC1 elections. I had a knowledge gap, especially on matters of land compensation, and I always took a 25% commission on every land sale in my area. Because of this practice, I did not have a good relationship with my people.



**Wambede Daniel
narrates his experience
with the SCENE activity.**

During the Topowa and Ekyooto conversations conducted by Bugisu NGO Forum, I learnt that this practice was bad and illegal. I learnt this lesson in the presence of the people of my community. At first, I was unhappy because I knew it would jeopardize my source of income. However, with time I adjusted and slowly, the people in my area begun to love and respect me.

SCENE project improved my perspective and I have a good relationship with my people, and I am more receptive to them.

Thank you UNNGOF and Bugisu NGO Forum for bridging the information gap, and helping us to know what is right.

I am now a model citizen and I help to sensitize other LC1 Chairpersons to stop this practice. I am glad to add that the crime rate has gone down in our community. Thank you for the Topowa and Ekyooto conversations."

A major point of focus for the Topowa and Ekyooto/Fireplace community conversations under the Strengthening Citizens Engagements in Elections (SCENE) project is to educate citizens about their rights so that they could understand their power and demand accountability from their leaders. In turn community leaders who participate in the meetings learn about their obligation to be accountable to their constituents.





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CHAPTER
THIRTEEN

FINANCE AND ADMINISTRATION

Annual Report 2022

The Finance and Administration support component works to ensure institutional strengthening through optimal resource use. It provides cost-efficient support through financial management, institutional governance, human resource management and finance management to better enable UNNGOF to accomplish its objectives.

Key highlights from the year;

Staffing

UNNGOF successfully undertook a comprehensive human resource review in 2022 to ensure that its staff are well aligned to the new Strategic Plan, and well positioned according to their skill sets to be able to deliver. The organisation maintained its 22 staff clustered under the different teams of Civil Society Strengthening, Policy Governance and Civic Engagement, Results Management Learning and Communications, and Finance and Administration with the overall leadership of the Executive Director.

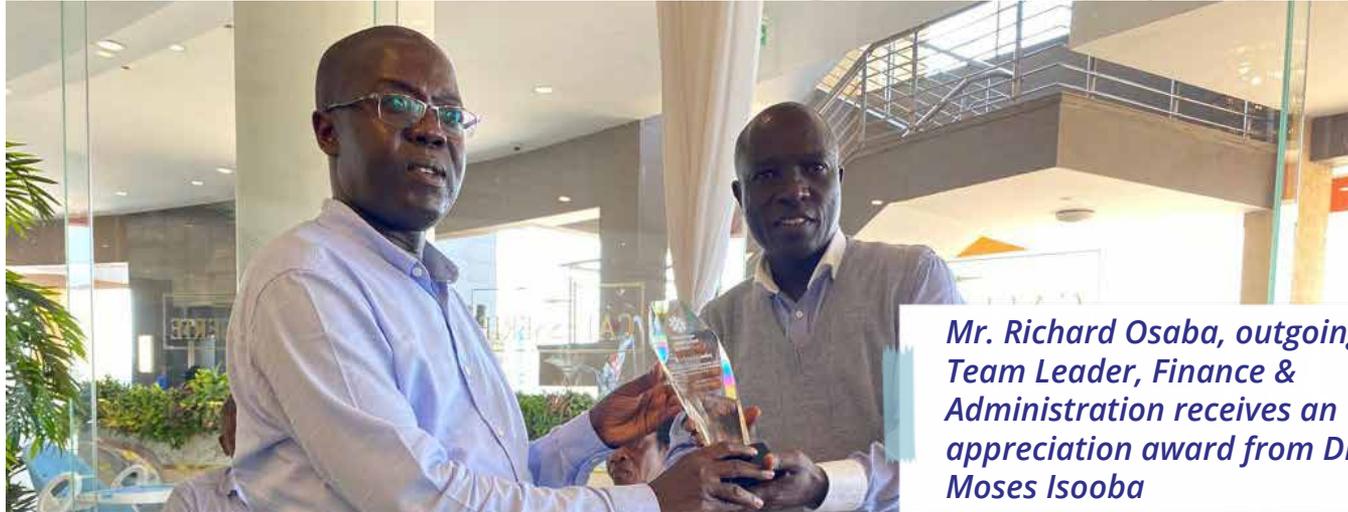
To better serve our members, deliver on our mandate and operate as a skilled, efficient and cost effective organisation, we continue to build our in-house expertise and competencies and in 2022, we welcomed 2 staff additions to our Finance and Administration component – Ms. Sarah Namulondo taking on the role of Team Leader Finance and Administration and Ms. Elizabeth Kantono as Administration Associate.

A portrait of Ms. Sarah Namulondo, a Black woman with dark hair, wearing an orange and black patterned top. The portrait is set against a dark blue, abstract, splatter-like background.

*Ms. Sarah Namulondo -
Team Leader, Finance and
Administration*

A portrait of Ms. Elizabeth Kantono, a Black woman with dark hair, wearing a white patterned top. The portrait is set against a dark blue, abstract, splatter-like background.

*Ms. Elizabeth Kantono -
Administration Associate*



Mr. Richard Osaba, outgoing Team Leader, Finance & Administration receives an appreciation award from Dr Moses Isooba

Similarly, in line with our endeavours to continually manage transition and succession as best practice in the NGO sector, we bade farewell to our longstanding head of Finance and Administration, the Team Leader, Mr. Richard Osaba. One of the Senior Program Associates, Ms. Cherukut Miriam, also moved on. UNNGOF is proud to contribute to the growth and development of its staff to be able to serve the sector no matter where and in what position outside UNNGOF.

Staff Capacity Enhancement

UNNGOF staff underwent a number of capacity enhancements and among these was a training on local fundraising and mobilising support as a strategy for ensuring sustainability of our interventions. Staff now have the requisite skills to raise funds and lobby for support locally and internationally.

PARTNERS



**ACTION FOR SUSTAINABLE
DEVELOPMENT**



**FORD
FOUNDATION**

"Reflecting on 25 Years of Partnership for Effective Citizen - Led Development"

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**CHANGE
THE GAME**
ACADEMY



USAID
FROM THE AMERICAN PEOPLE



ICNL
INTERNATIONAL CENTER
FOR NOT-FOR-PROFIT LAW



EAST • WEST
MANAGEMENT
INSTITUTE

*USAID/Uganda Civil Society
Strengthening Activity (CSSA)*



**UGANDA NATIONAL NGO FORUM (AN NGO & COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL POSITION YEAR ENDED 31 DECEMBER 2022**

	NOTE	YEAR ENDED 2022 UGX	YEAR ENDED 2021 UGX
Assets			
Non Current Assets			
Property and Equipment	2	718,280,411	316,820,524
Current Assets			
Receivables	3	209,002,438	231,058,285
Bank and Cash Balances	4	2,049,605,448	882,688,904
		2,258,607,886	1,113,747,189
TOTAL ASSETS		2,976,888,296	1,430,567,713
RESERVES AND LIABILITIES			
Reserves			
Capital Reserve	5	718,280,411	316,820,524
Restricted Reserve	6	2,213,728,313	1,098,747,190
		2,932,008,723	1,415,567,714
Current Liabilities			
Creditors and Accruals	7	44,879,573	15,000,000
		44,879,573	15,000,000
TOTAL RESERVES AND LIABILITIES		2,976,888,296	1,430,567,714

The Financial Statements were approved by the Board of Directors on 21st April 2023 and signed 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 2022**

INCOME	NOTE	YEAR ENDED 2022 UGX	YEAR ENDED 2021 UGX
Balances Brought Forward	8	1,098,747,190	722,293,295
Restricted Grants	9	6,780,153,067	5,507,061,462
Membership	10	26,977,000	23,141,000
Other Income	11	14,207,463	11,966,435
Total Income		7,920,084,720	6,264,462,192

EXPENDITURE

Civil Society Strengthening	12	1,439,043,087	1,240,455,440
Policy, Governance and Civic Engagement	13	1,068,859,917	1,562,837,986
Results Management, Learning & Communication	14	61,180,000	21,055,830
Finance and Administration	15	3,137,273,403	2,335,878,746
Other Committed Expenses (Accrued Expenses)	16		5,487,000
Total Expenditure		5,706,356,407	5,165,715,002
SURPLUS (UNSPENT BALANCE)		2,213,728,313	1,098,747,190

The Financial Statements were approved by the Board of Directors on 21st April 2023 and signed on its behalf by:



Chairperson
UNNGOF



Treasurer
UNNGOF



Executive Director
UNNGOF

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