

THE NGO BLUEPRINT

STRATEGIC PLAN
2021 - 2025





THE NGO BLUEPRINT

UGANDA NATIONAL NGO FORUM STRATEGIC PLAN 2021 – 2025

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ACKNOWLEDGEMENT

The current Board was voted in on July 2020 which was at the tail end of the implementation of the last Strategic Plan. Without any doubt, we are delighted that the previous Board gave great oversight in the execution of the last strategic plan upon which this new one builds.

This Strategic Plan (2021-2025) is formulated with the mind of building back better as we transit from what, to the country and the world, was a year of extraordinary difficulties as occasioned by the COVID-19 pandemic and subsequently the ushering in of the “new normal”.

As the Board, we extend our unequivocal commitment to continue providing the Secretariat with the 3 Ts (Time, Treasure and Talent) as they implement this Strategic Plan. We hope that this strategy will consolidate the gains so far achieved and enable the Uganda National NGO Forum to continue to play its key role in the sector – a sharing and reflecting platform.

We thank the Secretariat who continue to work regardless, with seemingly inexhaustible reservoirs of energy. We also thank our Development Partners who provide the much-needed resources to enable the implementation of our different programmes.

The Board will offer unwavering support to ensure that all the key change promises as outlined in this strategy will be implemented.

Emily Drani
Chairperson, UNNGOF Board.



FOREWORD

This Strategic Plan 2021-2025 comes at a time when the country and the world is reeling from the pain and losses from the COVID-19 global pandemic. The pandemic has not only changed our life of community but has also had an impact on how we do our day to day activities as a Platform.

The 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; a) organizational worth, b) determination to achieve excellence and, c) commitment to the duty of service to citizens. And during the lifespan of this strategy, we shall endeavour to support the sector in appreciating its blueprint.

The last strategy worked with a solution-focused approach premised on an analysis of “the future the citizens of Uganda want”. In executing this new strategy, we shall continue with this solution-focused approach while applying a tridimensional approach. There are three (3) key dimensions that UNNGOF will have to address: **a)** ‘citizen-focused approach’ – where we shall work to be relevant to citizen’s aspirations and struggles; **b)** ‘be collective-focused – where we shall work to build stronger membership and constituency capacity as well as strengthen the ‘collective’ rather than the ‘individual’ organization; and **c)** cost-conscious – where we shall pay particular attention to the costs of our work, through developing innovative and sustainable financing models including local philanthropy and local fundraising as well as mechanisms that allow for true cost recovery.

Moses Isooba
Executive Director

In executing this strategy, we are aware that the operating environment for civil society continues to shrink drastically while negative narratives against the sector abound. We shall remain committed to our DNA of being a sharing and reflection platform and an interlocutor between the civil society sector and government and Development Partners. Our unequivocal commitment to the sector is that we shall remain steadfast in providing leadership.





BACKGROUND



NGO EXECUTIVES (TW-221)
RNMNENTAL ORGANISATI
ISSUES FOR NGO LEADERS
IL 2007
MPAL

FOUND

CHAPTER ONE



The NGO Sector in Uganda

The idea of the Uganda National NGO Forum (UNNGOF) grew out of the appreciation that Non-Governmental Organisations (NGOs) are vital contributors to Uganda’s development.

NGOs work in various sectors; ranging from health, education, agriculture, environment, humanitarian assistance, post-conflict reconstruction, governance, human rights and gender equality, to mention but a few.

The NGO sector in Uganda employs hundreds of thousands of people. Past studiesⁱ and current rough estimates indicate that the NGO sector employs over half a million Ugandans directly and two to three times that number of Ugandans are involved in one way or another in NGO work and many more in civil society work broadly.ⁱⁱ

The 2020 estimates per the official Uganda National NGO Bureau database is that Uganda has over 14,000 NGOs.

A recent study of NGOs in Uganda that sampled 419 NGOs’ interventions in the 66 districtsⁱⁱⁱ found that in service delivery and governance alone, the sampled NGOs reached approximately 12.4 million people. Further,

cumulatively the reported indirect beneficiaries reached by the NGOs sampled were estimated at 32 million people.

In terms of contribution to the economy, NGOs mobilised from external and internal sources and injected into the economy over UGX 4.7 trillion in 2017, which is equivalent to approximately 18 percent of the 2016/2017 national budget.^{iv}

NGOs are therefore development actors - in their own right. NGOs work to serve the needs of poor and marginalised groups through voluntary work, mobilisation of resources to support communities in distress, act as “carers of last resort”, make development participatory, and advocate for better and just policies.

Despite these significant contributions and the enormous potential of NGOs in Uganda, several challenges still abound. There is weak coordination amongst NGOs, the economic value of the NGO sector is not fully accounted for, capacity challenges in NGO leadership and NGO staff still affect many organisations. Attacks on NGOs are still prevalent, and the NGO public image is, in many ways, dented.

The Birth Of UNNGOF

The Uganda National NGO Forum (UNNGOF) was formed in 1997 to amplify and consolidate the gains of NGOs and redress the challenges NGOs face as well as improve coordination and engagement in governance and development processes.

UNNGOF started as an 'apex organisation' for NGOs in Uganda supported by a network of branches across the country. In 2008, UNNGOF members decided to reconfigure its structure to a 'platform organisation'.

As a platform organisation, UNNGOF does not have branch offices but is an open platform where UNNGOF offers services to a diversity of autonomous NGOs in Uganda. UNNGOF, therefore, works to amplify the voices and influence of NGOs in a manner to give visibility to the work of UNNGOF partners.

In 2022 - during the life of the 2021-2025 Strategic Plan - UNNGOF will celebrate its silver jubilee. From a small membership of fewer than 50 organisations at its formation, UNNGOF today has a membership of more than 600 NGOs and thousands of individual and institutional service subscribers who are part of its growing clientele.

Over the years, UNNGOF has grown in stature and standing and now occupies a central place and plays a frontline role in the NGO sector and broader civil society sector in Uganda and internationally.

This strategic plan is therefore an effort to consolidate all gains made in the past two decades and continue to support the growth of the NGO sector and expand the brand footprint of the broader civil society fraternity in Uganda and internationally.



Approach to Developing the 2021-2025 Strategy

For one year UNNGOF carefully developed this strategy. The strategy builds on past successes and presents a fresh offering.

In developing this strategy, UNNGOF listened to its partners across the country. We invested in analysing the contextual parameters that affect our mandate, functions, delivery models and results.

This included the development of a comprehensive SWOT (Strengths, Weaknesses, Opportunities and Threats) and the PESTLE (Political, Economic, Social, Technological, Legal and Environmental) analysis. ✓

We also conducted a rapid end-term evaluation of our Strategic Plan to ascertain the progress, challenges and results achieved over the five-year strategic period. All these processes revealed a lot and have given us renewed and more focused energy to make a real difference in the lives of Ugandans in the coming five years.

UNNGOF convened a group of experts to help shape the theory of change. A series of discussions with members and partners across the country was conducted. These steps have been instrumental in the development of this strategic plan.

The 2021-2025 Strategy - #TheNGO Blueprint

The 2021-2025 Strategy is anchored on a robust theory of change and also rests on the iconographic imagery of UNNGOF as the NGO Blueprint (**#TheNGOBlueprint**). This metaphor is inspired by what Dr Martin Luther King, Jr. in his speech of 26th October 1967 in Philadelphia, U.S.A asked the students he was addressing - *“What is in Your Life’s Blueprint?”*^{vi}

UNNGOF is at a point where we recognise that NGOs in Uganda should answer a similar question - “What is in the NGO Life’s Blueprint”? At UNNGOF, we have learnt over the years that the NGO Blueprint will have to be characterised by three things; **a)** organisational worth, **b)** determination to achieve excellence and **c)** commitment to the duty of service to citizens.

This strategic plan will use the metaphor – #TheNGOBlueprint - as a rallying call and reminder of the true value and worth of NGOs in Uganda. At UNNGOF we shall strive to always work towards achieving the ethos of #TheNGOBlueprint.

The 2021-2025 Strategy is therefore our institutional ‘North Star’ as we continue in the purposeful direction of building of coherent and respected NGO sector in Uganda.



Our Lessons

We are now, in 2021, soon to celebrate our silver jubilee. We find ourselves with many lessons from the last 24 years and the recent three strategic plans that we have implemented. These lessons are based on both our successes and our failures.

What did we get right ?

Our brand name and convening power

UNNGOF's convening power in the sector and the vertical relationships with the sub-national CSO infrastructure remains key to its relevance and impact. This is a strength that will continue to shape the character of UNNGOF over the next 5 years.

The Comprehensive Organisational Assessment of UNNGOF that we conducted, indicates that there is a general understanding among stakeholders that UNNGOF is the broadest, most inclusive platform for NGOs in Uganda. UNNGOF has been able to play a mediating role for NGOs while protecting the NGO operating environment.

UNNGOF is characterised by having strong links to district-based networks. UNNGOF also plays an active and well-recognised role in selected regional and international policy spaces where civil society is invited to engage with regional and global policy processes.



Recognition of UNNGOF and its Partners by the State at All Levels

Government institutions recognise UNNGOF as a platform organisation for NGOs in Uganda. UNNGOF has been invited to represent NGOs in several government institutions. These include the Parliament of Uganda, the NGO Bureau, National Planning Authority, Ministry of Gender Labor and Social Development and the Office of the Prime Minister among others. In these policy spaces, we work together with partners to mobilise NGOs to engage in policy processes and amplify the collective voice of NGOs.

At the sub-national level, UNNGOF and its partners have continued to build strong relationships between local governments and civil society. The district CSO/NGO networks we work with play an important role as interlocutors between state and non-state actors in their localities.

Building Greenhouses of Democracy at the Sub-National Level is Still Relevant

UNNGOF has over the years worked to build a strong network with district-based NGO network organisations. For over 10 years, UNNGOF has supported these organisations. This work started in 2006 with support to the National District Network Support Programme. While UNNGOF supported 25 district networks, by 2011 there were more than 75 district networks across the country which were vibrant.

This has been a journey of building “greenhouses of democracy” at the subnational level. To sharpen our focus more, UNNGOF has worked with the district networks to start Regional Advocacy Networks, an infrastructure of sub-regional hubs in each of the 14 sub-regions of Uganda. We are proud of this growth and the opportunities to lay before us in the next five years.

We celebrate the diversity of our membership

In this increasingly interconnected world, openness and appreciating differences are important to many aspects of building a vibrant civil society. And it's becoming critical to our work as UNNGOF. We, therefore, recognise that membership diversity is a critical strength that we have enjoyed over the years.

For example, as development practitioners globally debate the role of international non-governmental organisations (INGOs) in supporting development initiatives in the Global South, our focus has been on building stronger partnerships by galvanising win-win collaborations between southern organisations and INGOs.

Over the years, UNNGOF has joined diverse partnerships like the Affinity Group for National Platforms and the CSO Partnership for Development Effectiveness. These networks allowed UNNGOF to expand its reach and tap into the knowledge and experience of international networks. At the national and local level, we work with organisations of all sizes and competencies and at the heart of our work, we recognise that diversity is about the whole that is greater than the sum of its parts.

As NGOs, we are revealed and make ourselves known to one another within the sector by infinite varieties of programs, missions, values, political positions, community service focus, gender concerns and a host of other agendas common to civil society as a whole.

Development of Robust Institutional Policies

Institutional policies provide the basis for almost all activities associated with our work. These policies are also framed within the context of our institutional mission. While UNNGOF has had good policies, it heavily invested in the revision and development of new and up-to-date institutional policies in the last two years of the previous strategic plan.

These investments were necessitated by several conditions which included; a) the development of new partnerships with new development partners with strong a focus on systems development b) UNNGOF conducting a 360-degree analytical look at UNNGOF's policy ecosystem.

The results of these processes were used to identify several new policy reforms. A new finance manual, human resource policy, whistleblower policy, sexual harassment policy and security policy were developed. Plans are underway for UNNGOF to develop internal skills in real-cost recovery budgeting, succession planning and sustainability, which are all tools that will make the organisation stronger.

These internal policy reforms were not beneficial to UNNGOF only, but they also benefitted partners of UNNGOF at the sub-national level. Currently, UNNGOF has also conducted Comprehensive Organisational Assessments for all Regional Advocacy Network partners and the results are being used to develop institutional policy reform action plans to improve the institutional policies of these organisations. We celebrate this tedious but important activity.



Repository of knowledge for and on the NGO Sector in Uganda

The vast networks that UNNGOF is part of have made it a 'go-to' organisation on civil society in Uganda. Partners across the country share information about their work with UNNGOF and UNNGOF intentionally collects information about the NGO sector in Uganda through several processes. The capacity development events conducted by UNNGOF with NGO partners are also experience sharing events about the works and workings of various NGOs at different levels.

This information is systematically collected through products like 'Best Practice Examples' publications and learning event reports that are part of the growing civil society resource centre that UNNGOF is building. This strategic plan will continue to develop this knowledge repository more intentionally and make it available both online and offline. This is to bolster our knowledge products and also enable UNNGOF to be intentional in knowledge co-creation.

Successful Leadership Transitions

While leadership transitions create uncertainty in many organisations, UNNGOF has over the years enjoyed successful transitions at the Board level. In 2020, UNNGOF also successfully managed the transition of the Executive Director who had served the organisation for eleven years.

While leadership transitions at the senior level are high-stakes and high-tension events, UNNGOF did seamlessly complete the transition and welcome a new Executive Director in 2020. UNNGOF development partners and donors were incredibly supportive with several projects

in the pipeline continuing with no disruption.

As UNNGOF, we shall be documenting this leadership transition process and ensuring that we share lessons with our members as well as use the lesson to develop of comprehensive succession planning strategy for UNNGOF.

We recognise that when a transition succeeds, it is a mark of success for the organisation since it is a sign of the organisation's ability to continue to thrive beyond an individual leader.



What did not go well?

Shrinking Civic Space

UNNGOF has made significant investments in expanding civic space through constructive engagement with the state, policy advocacy and connecting policymakers with NGO leaders as well as creating a diversity of spaces for engagement with the state.

We were at the forefront of initiating a quarterly dialogue with the Minister of Internal Affairs on the State of NGOs in Uganda, we continue to co-chair the Structured Dialogue with the Head of the European Union Delegation in Uganda. The dialogue focuses on matters of mutual interest between development partners and civil society and we worked closely with the NGO Bureau to influence the content of the NGO Act, 2016. These initiatives, and many others, should have led to progressive partnerships with the state.

However, what we witness are increasing instances of shrinking civic space. The raids on NGOs offices, the freezing of NGO bank accounts, the illegal detentions of human rights defenders and the multiple reporting obligations to various government entities all point to regression rather than expansion in civic space.

We, therefore, enter the current strategic plan period, with the resolve to remain steadfast in challenging any excesses of state agencies constraining NGO's operating environment and continue to explore collaborative ways of working with the government to expand the space for civil society operations.



Leadership and Capacity Deficits

Capacity deficits continue to impede good NGO sector health – this is at the Board and Secretariat levels. We note that many partners start organisations because of the passion that they have for the social causes that define their mission. However, to run a strong organisation requires both professionalism and passion in governance and management.

With a heavy heart, we have witnessed the collapse of some strong organisations because of institutional conflicts that could have been resolved amicably. We have also witnessed instances of corruption that have led to the hostile exit of donors, the freezing of organisational assets and the terrible loss of services to communities.

What we have learnt over the years is that capacity development of organisations, mentoring of leaders, supporting organisations in transition and general membership servicing have to be intensified. While in the past we did not emphasize certain elements like auditing the health of organisations and closely supporting

the development of strong organisational policies, this will be one of the focus areas in the next 5 years.

We will continue in our unwavering commitment to ensure that we support organisations to build dual competencies in the areas of passion and professionalism and balance the two for the growth and health of the NGO sector.

Results Management

UNNGOF achieved significant results over the last 5 years. There were many stories of change from organisations that we impacted positively. However, we recognised late in the day that the level of documentation, monitoring and results tracking was not commensurate to the scale of our interventions. We sometimes documented very little about the changes we created. Many stories went untold and continue to exist as anecdotal evidence.

We believe that we can do more to tell the world the kinds of changes we have



conducted surveys in ICT preparedness of NGOs and always looked at the need to build digital platforms for civil society, we have not made any significant investments in this area.

Digital capacity development including digital learning, online meetings and learning platforms is part of the ‘new normal’ which will require infrastructural investment both at UNNGOF and among its partners. This, to some extent, has the potential of reducing utilisation of physical facilities and face-to-face capacity building options but also have the potential of creating new types of inequalities with those in communities with easy connectivity like the towns and cities that are being reached first.

As we continue to pursue our “Leave No One Behind” campaign as part of the Sustainable Development Goals agenda we shall have to find new ways of ensuring that we respond to the challenges of the digital divide and hasten our digital acceleration. We are aware of the dangers of ‘digital authoritarianism’^{vii} which can rapidly creep into our work if not managed well.

The COVID-19 Pandemic

When COVID-19 started, it seemed quite distant. At UNNGOF we were not prepared. What started as a localised pandemic quickly had extensive footprints across the world. On 30th January 2020, the World Health Organisation then declared COVID-19 a Public Health Emergency of International Concern. The pandemic upended all social and political logic of human society. Countries closed geographical borders, yet the border the virus has crossed is biological – between the virus and the human body.

In Uganda, the government imposed a national lockdown to restrict the movement of people and established standard operating procedures to curb infections. As a sector, we still have to contend with the ramifications of COVID-19 on our work.

As UNNGOF we shall continue to work knowing that the impact of this virus will be extensive and our resilience as an organisation and ability to build back better will be the defining moment of this new strategic plan.



VISION, MISSION AND CORE VALUES



MISSION RE

CHAPTER TWO



VISION



A coherent, respected and well-informed NGO sector in Uganda, actively contributing to citizens' wellbeing and safeguarding their rights.



MISSION



To provide a sharing and reflection platform for Non-Governmental Organisations (NGOs) to influence governance and development processes in Uganda and enhance their operating environment.

CORE VALUES



Social Justice and Equity

We will work with other NGOs to promote equality, dignity and a more just society, especially with regard to the poor and the marginalised.



Gender

We will work towards and promote respect for gender equality and diversity. The Forum will at all times work towards the achievement of equity and gender parity in the designing of policies, implementation of programmes and the allocation of resources.



Diversity, Inclusion and Belonging:

In an interconnected manner, we will work towards respecting diversity which is the characteristics that make people unique, uphold inclusion through promoting behaviours and cultural norms that make people feel welcome and foster belonging by promoting every individual's sense of acceptance in the organisation.



Autonomy:

We will strive for and safeguard rights for NGOs to exist and to be independent at all times.



Self-sufficiency:

We will work towards the achievement of sustainable development outcomes.



Accountability:

We will hold ourselves and our members accountable to the highest level of ethical behaviour and responsibility for our actions while maintaining integrity in the execution of our mandate.



Collective Action and Responsibility:

We will, guided by our Mission and Vision, strive to promote joint action, cooperation and solidarity among our Members and Constituencies.



Voluntarism and Service above Self:

We shall at all times expect our members and employees to be primarily motivated by compulsion and commitment to upholding human rights and a philanthropic spirit to serve the underprivileged and not their own interests, financial or otherwise.



Transparency:

We shall at all times uphold full openness to our members, beneficiaries and partners, with respect to our processes, operations, actions and outcomes.



Participation:

We shall at all times aspire towards full, equal and meaningful involvement of our members and beneficiaries in the designing, planning, implementation, monitoring and evaluation of the Forum's policies and programmes, at all levels of decision making.



THEORY OF CHANGE





OF

**CHAPTER
THREE**



Context Analysis

ACTION PLAN

S/N	ISSUES	COMMUNITY	GOVT	RESPONSIBLE PERSONS
1	Unclean and safe water	- Land - Local material - Co-funding - Time and labour - Part-Planning	- Procurement of Construction - Actual funds - Technical Supervision	- LC1-S - District TPC - Sub-county Chief
2	Inaccessible roads	- Land - Labour	- Mechanical works - Contractors	- LC1, PDCs - SDC, DTPC - CAO
3	Inaccessible Health Services	- Land - Local materials - Labour	- Proc. Construction - Supply of drugs - Recruitment - Training - Monitoring	- LC1, VHL, DDC - SDC, CAO
4	Unemployment	- Land, Local materials and Labour	- Attract investment - Skills training - Training	- LC1, DDC, CAO
5	Unemployment	- Avail land for fish. - Mobilise the youth - Loans for youth	- Attract investment - Skills training - Training	- LC1, Sub-county Chief, DTPC

- WHY?**
- 1.4
 - Water born diseases
 - Death of human
 - Time and distance
 - 2
 - Accidents
 - Access to markets and
 - 3
 - Long walking distance
 - High mortality rates
 - Low productivity
 - 4
 - High dropout rates
 - Increased crimes
 - Unemployment
 - 5
 - Poverty
 - Early marriages
 - High crime rates

The context in which UNNGOF operates is influenced by several internal and external factors. Before describing our theory of change, we offer an extended contextual analysis to support our Theory of Change. The following are some of the main constraints that continue to influence our work:

Weak collaboration models internally

While studies indicate that Ugandan NGOs recognise the power of collective action and often come together to pursue joint agendas and share information, the coordination levels are still low. Many collaboration models start as loose networks and end up as organisations limiting their ability to continue operating as loose networks with the ability to stay agile.

This has for example happened in the case of coalitions that were focusing on elections, budget advocacy and anti-corruption. Further, strong collaboration movements are sometimes short-lived or end up creating a significant burden on the coordinating organisation. The need to innovate models that allow for strong collaboration among NGOs is critical to the growth and resilience of the sector.

NGO sector crowding out the civil society sector

While the identity and mission of UNNGOF focus on the NGO sector primarily, over the years it has become clear that there is a need to expand the scope and work of UNNGOF beyond NGOs and develop functional relationships with the broader civil society. The rapid growth of NGOs in Uganda from less than 200 in the 1980s to more than 14,000 in 2020 significantly affected the nature of the civil society sector.

Today, public perception is such that NGOs are the face of the CSO sector and the other parts of the sector are crowded out. Within this context, UNNGOF will start consultations towards building a strong and diverse civil society platform that could eventually become an apex organisation that can support diverse groups within the broader civil society fraternity. This work will require broad consultations and reflection sessions led by UNNGOF and other civil society platforms across the country.



Weak NGO self-regulation mechanisms

In 2006, NGOs launched the NGO Quality Assurance Certification Mechanism (QuAM). It was well received by local and international NGOs, local authorities, parliamentarians, development partners and by Government. 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’.

Currently, QuAM is voluntary, self-regulation has been endorsed by the government through the NGO Act 2016. While QuAM has been in place for the last 15 years, its uptake by NGOs has been very low. To date, the QuAM initiative has been signed on by less than 200 organisations and continue to limp as a mechanism for self-regulation with many NGOs losing trust in its efficacy.

Shrinking Civic Space

Stakeholders we interacted with indicated that shrinking civic space for NGOs is very much a result of the increasingly authoritarian tendencies of the state.

This is exemplified by increased use of state institutions such as the police in partisan politics, restrictions and heightened surveillance by the state on NGOs, cases of tramped up charges against individuals and or organisations, break-ins into NGO office premises, harassments of citizens involved in activism and reported

cases by some NGOs of delays in the renewal of NGO certificates, among others. ^{ix}

Most of the incidents are not properly documented, analyzed and appropriate strategies put in place to avert future occurrence. For some NGOs, they view these civic threats as an ‘occupational hazard’ that they will have to live with. UNNGOF will be working with partners to support NGOs to remain steadfast in efforts to push back and stand up to and challenge the shrinking of civic space at the country and regional level.

Limited Knowledge of Legal Compliance with NGO Relevant Laws

While we have witnessed the use of standard forms of repression, from activists' imprisonment and organisational harassment to disappearances, sometimes we have seen more sophisticated measures.

These include legal or quasi-legal obstacles such as barriers of entry that discourage or prevent the formation of organisations; barriers to access resources to restrict organisations' ability to secure the funding required to carry out their activities. Burdensome red tape in form of multiple levels of approvals and permissions hinders the work of organisations.

Such actions are justified by the government as necessary to enhance accountability and transparency of NGOs; to harmonise or coordinate NGO activities; to meet national security interests by countering terrorism or extremism; and/or in defence of national sovereignty against foreign influence in Uganda's affairs.

UNNGOF will invest time in working with like-minded partners to help organisations develop competencies to navigate the bureaucratic red tape and legal roadblocks that they encounter from these government-led processes as well as continue advocacy to reduce the levels of legal compliance that organisations have to fulfil.

COVID-19 Pandemic and NGO work

COVID-19 has impacted development as illustrated earlier but also affected democratic governance and the work of human rights defenders significantly.

The 2021 General Elections were remodelled - with the country conducting what is now known as 'scientific elections'.^x The security forces have largely been the custodians of COVID-19 regulations enforcement. The Army, Police and Prisons spokespersons for a long time have continued to issue weekly COVID-19 briefings on Covid enforcement at the Media Center.

The distribution of government-supplied food rations to households affected by COVID-19 was solely led by the military even when NGOs put their expertise at the disposal of the government. In this context, what we witness is the systematic erosion of civic space and civic mobilisation during the Covid response.

In sum, what has emerged is a deep and definite erosion of civic liberties amidst a pandemic that required the expansion of civic liberties - as part of the comprehensive response to the COVID crisis.

What is happening is resetting the terms of the political debate on the merits of authoritarianism versus democracy in Uganda. The pandemic has therefore significantly redefined the work of NGOs.

Gender Inequality and Poverty

In our policy work over the last 10 years of monitoring the Vision 2040 and National Development Plan, it has become evident that one of the most critical challenges that Uganda faces are gender inequality and poverty.

While there has been some modest progress in tackling poverty and inequality – both are still a concern. In economic policy debates, it is now accepted that economic growth is not sufficient to reduce poverty and inequality if it is not inclusive. A look at the national level statistics indicates that inequality levels have continuously increased. The Gini Coefficient increased from 0.40 in 2012/13 to 0.428 in 2016/17.^{xi}

A critical dimension of inequality is gender inequality. This is the most significant of all identity-based disadvantages, and women are invariably more marginalised than men. Some of the key active barriers to gender inequality include; personal and public beliefs as well as practices that generate biases against gender equality.

Gender inequality is also seen through intrinsic imbalances in power in society. Many areas where there is observed unequal distribution like access to land, capital or even information are related to gender inequality. A study on inequality in Uganda does point out that while women are the most employed in the agricultural sector, constituting over 70% of the agricultural workforce, they own only 7% of the land. In waged jobs in the public sector, the average pay for women is 40% less than it is for men.^{xii}

These dimensions of inequality present a big challenge for a country that requires concerted efforts relating to how Uganda responds to inequality.

Inadequate staffing of NGOs

Related to the above challenge is the fact that several NGOs work with skeleton staff. A recent study (quoted earlier) that surveyed 419 NGOs found that volunteers made up 42% of the staff structure and the professional staff were only 32%. Most of the staff had contracts ranging from one to six months.^{xiii}

Studies have also shown that Uganda's civil society sector has accumulated a pool of relatively well-qualified human resources.

The biggest challenge is that NGOs compete with other sectors of the economy including the public and private sector for competent human resources.

With donor funding dwindling and the majority of organisations receiving only project funding, NGOs lack the stable income needed to attract and retain highly skilled staff.^{xiv}

In a nutshell...

In this contextual analysis, we have brought together some of the binding constraints that we must address over the next 5 years.

While we cannot possibly develop a program that targets each of the areas articulated, through a combination of the various activity areas we believe we shall be able to see a measurable impact in the context described above.

- Strengthen collaboration and alliances
- Building expertise of the sector
- Curating (define our ways of work, Innovative models of work)
- Incubation center
- Building sustainability of the sector
- Self-regulation (promoting QUAM)

- Community based / led advocacy agenda (community immersions)
- Strengthening organic citizen's formations
- Civic education
- Promoting an enabling environment for citizens and their organizations

- Building policy knowledge (Research)
- Policy engagement and policy influence
- Policy advocacy
- Strategic policy partnerships
- Influence policy and regulatory frameworks for NGOs

Problems & pre-existing conditions

Limited Financial capacity
Inefficient CSO governance and management,
limited sustainability

Citizenship and identity/Human rights abuse
Shrinking civic space
Poverty

Regulatory frameworks affecting CSOs
Gender inequality
Pandemic and epidemic
Effects of climate change

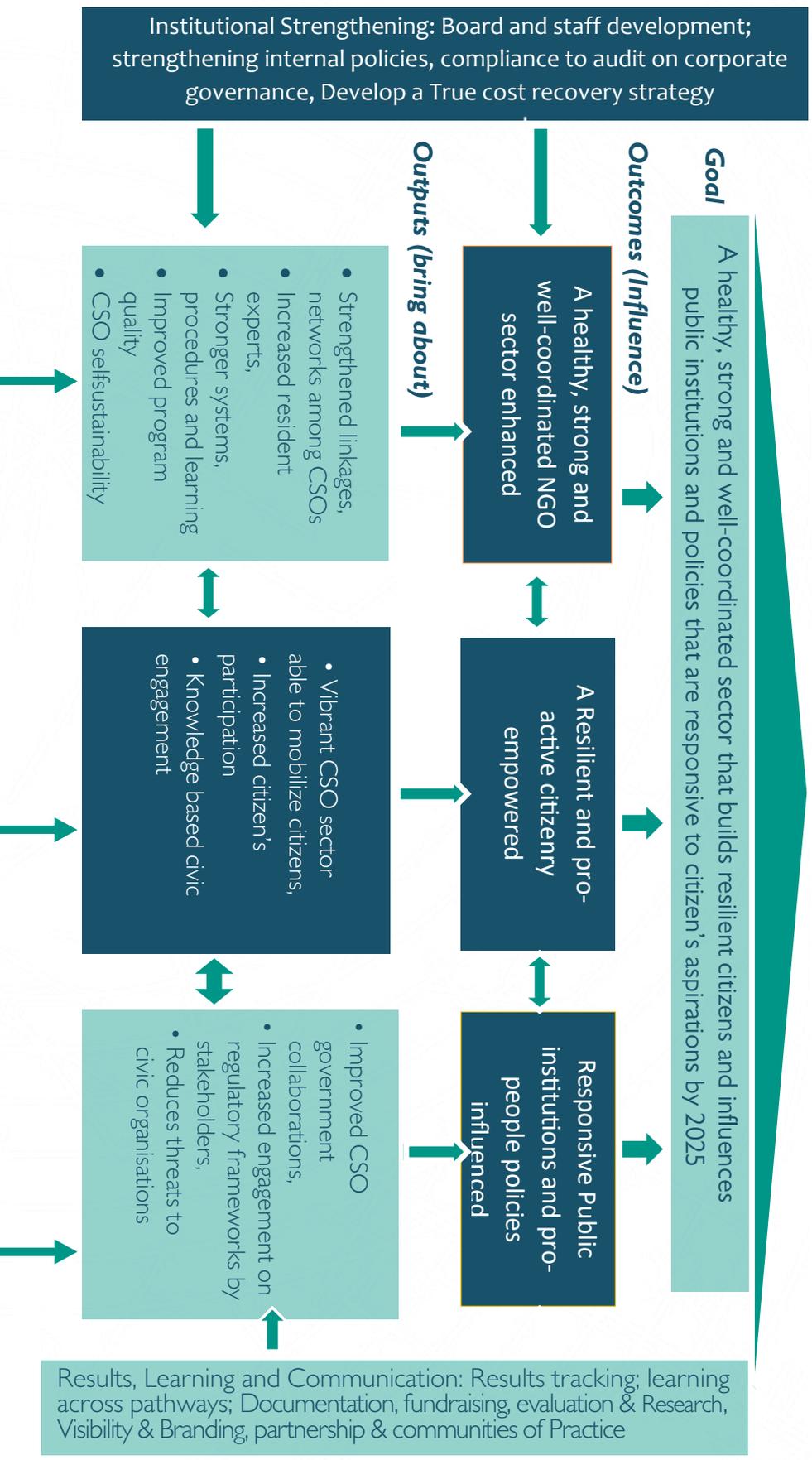
Current situation

- INTERNAL FACTORS**
- Limited visibility
 - Unstable funding
 - Inadequate staffing
 - Weak M/E system,
 - Insufficient resources
 - inadequate collaboration

- EXTERNAL FACTORS:**
- Shrinking civic space
 - Government Misunderstanding of CSO work
 - Changing funding landscape
 - Pandemics & Epidemics
 - Poverty / inequality
 - Legal compliance readiness
 - Youth factor

The Theory of Change Diagram

A coherent, respected and well informed NGO sector in Uganda, actively contributing to citizens' wellbeing and safeguarding their rights.





Description of Theory of Change Variables

Outcome Goal

By the end of 2025, UNNGOF should have made a measurable impact contributing to the goal:
A healthy, strong and well-coordinated NGO sector that builds resilient citizens and influences public institutions and policies that are responsive to citizens' aspirations by 2025.

The **measurable impact** will be achieved through 3 programmatic outcome areas and 2 support areas which are:

Healthy, strong and well-coordinated sector:

This outcome assumes that a healthy NGO sector must be rooted in an efficient ecosystem of citizen organisations that can meet the expectations of various stakeholders.

Three key metrics will be pursued under this outcome: health, strength and coordination.

The concept of **health** here refers to strong internal and external systems that support organisations in the delivery of their mandate.

The concept of **strength** will be measured through the typical core organisational areas of; leadership, decision-making and structure, people, work processes and systems and culture.

The concept of **coordination** here refers to the need to ensure that NGO's tasks can run in parallel, without interrupting, obstructing and duplication. Our ambition is to contribute to building a sector where all organisations are interdependent, working in a spirit of togetherness, focused on their missions and optimising the use of all resources.

An empowered, resilient and proactive citizenry supported:

This outcome assumes that at the end of the strategy period, there will be measurable evidence of citizens asking for, getting and using information to improve their situation and engage public officials; and deepen accountability and improve the quality of public service delivery.



The metrics we shall focus on here include; **empowerment**, which here will mean; the degree of autonomy and self-determination in citizens which enables them to represent their interests in a responsible and self-determined way, acting on their authority and not under the influence of any external stakeholder.

Resilience, meaning the citizens' ability to recover from or adjust easily to changes and challenges.

The concept of **proactive citizenry** here will mean that citizens 'make things happen instead of waiting for things to happen to them'. Here UNNGOF will be working in ways that ensure that our work supports processes that build this type of wholesome citizen.

Influence the building of responsive public institutions and pro-people policies:

This outcome assumes that public institutions are responsive to citizen demands. They are supposed to promote and protect citizens' right to high quality, relevant and meaningful public value. The public value here understood to refer to, high-quality public services, high-quality service outcomes and trust in public institutions.

The key concepts under this outcome include; responsiveness which refers to prompt attentiveness of government to citizen needs and demands. Responsive governments deliver services that citizens need at the level of service they deserve. Another concept we use here is – pro-people policies.

We understand that while it can be argued that all policies be pro-people, all policies must be able to demonstrate how they directly target people and their differences. Here we remain aligned to the idea that all policies must be gender-sensitive for them to qualify to be called pro-people policies.

Pro-people policy processes should also allow people in their diversity to be directly involved in the policy process, or that by their nature and structure of these policies will lead to pro-people outcomes that take into consideration differences between female and male and all diversities among people.



Pathways

Issues	Score	Rank	Reason	Recommendations
1. Need for primary and vocational schools	1A	1	- Easy access - Skills to enhance their income	
2. Need for clean	2	2	- Access to clean and safe water	to reduce on domestic violence and H.D born diseases

To achieve the above outcomes, UNNGOF will work through three pathways:

- Strengthen systems and structures in the NGO sector,
- Support initiatives that build the resilience of citizens and
- Roll out a strong advocacy agenda buttressed by a proactive pro-people policy advocacy agenda.

Description of Outputs:

The above pathways will be achieved through the outputs aligned to each outcome. Below we offer a short output description for each outcome.

A healthy, strong and well-coordinated NGO sector

Description: We recognise that limited financial capacity, inefficient systems of accountability and weak sustainability models are critical challenges to the NGO sector hence the need to strengthen the sector through relevant outputs related to this challenge. These will include training on selected capacity governance deficits, financial management and related programmatic support.

An empowered, resilient and proactive citizenry supported

Description: The enduring citizen challenges that we have to surmount rotate around the issue of weak citizenship and identity, rights abuses, poverty, income and gender inequality. These constraints limit the ability of citizens to meaningfully engage with the state. Outputs will therefore focus on community-led actions derived from community immersions, community-led campaigns and support to strong civic consciousness initiatives.



Influence the building responsive public institutions and pro-people policies

Description: The policy environment in Uganda and the attendant service delivery sectors are also significantly challenged. A bloated political administration that is rooted in strong patronage politics that substantially eats away from reaping the dividends of pro-people policy investments is a major policy challenge.

Policy advocacy related outputs will therefore be produced that include, policy research to influence policy design, policy impact studies to influence policy practice and policy analysis and public policy campaigns and policy monitoring to influence policy design.

Two support outcomes:

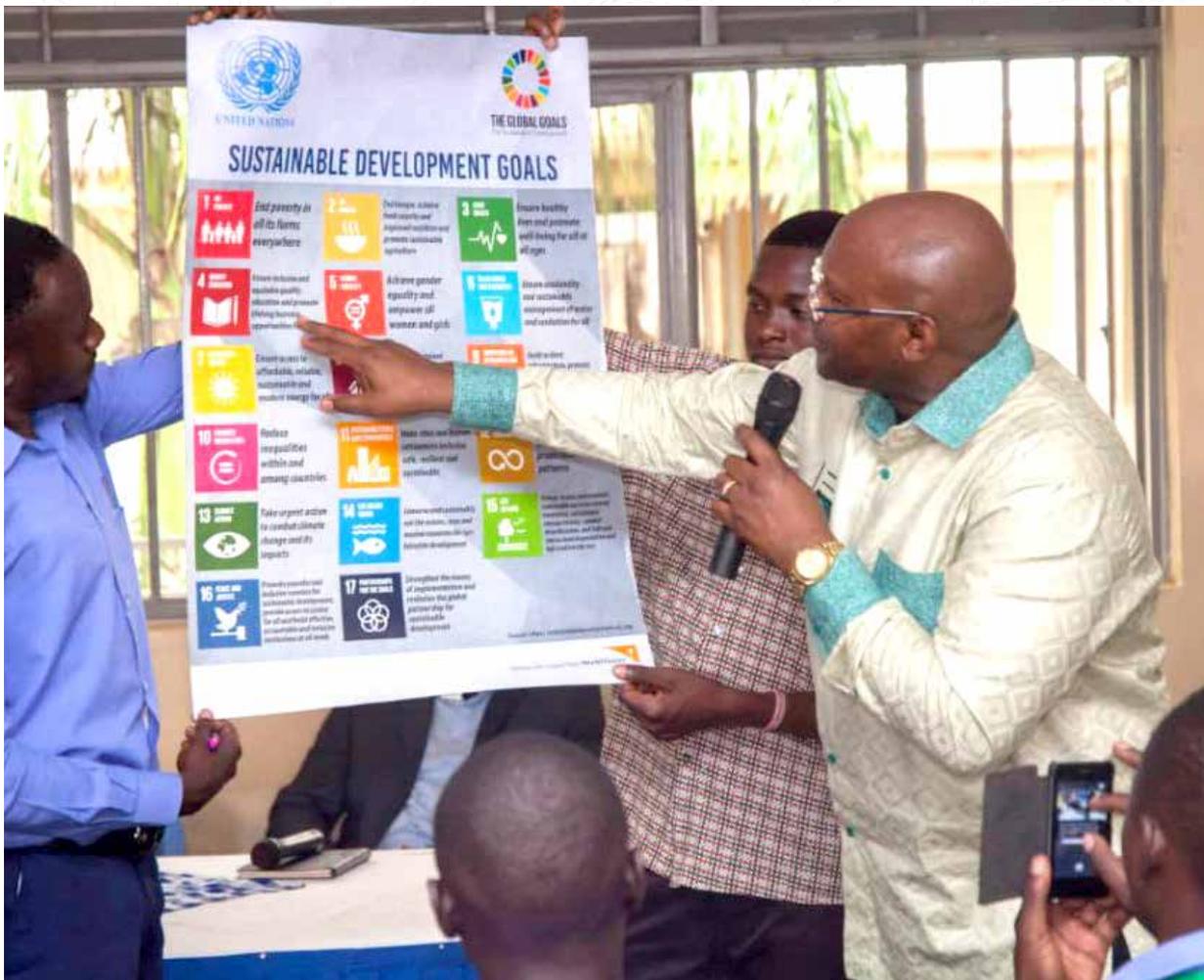
Results, Communication and Knowledge Management

Description: Results tracking, communication, learning across pathways, documentation, evaluation and research, visibility and branding and partnership will form the core undertakings of this process. We will heighten our results management and learning practices by strengthening a robust monitoring, accountability and evaluation system.

We shall invest in strengthening our monitoring, evaluation and learning framework that will help us consistently and systematically track our progress and impact for both accountability and learning purposes. UNNGOF will also continue its visibility work by ensuring that communication is at the heart of all the work that we do.

Institutional Strengthening for Optimal Resource Use

Description: Institutional strengthening will include board and staff development; strengthening internal policies, compliance to audit and true cost recovery strategy. Under this component, we bring together the initiatives that combine and consolidate our support services to serve the internal and external partners of UNNGOF.



An abridged version of the Theory of Change

- IF**
- NGOs are sustainable, with strong linkages, networking and learning among NGOs, quality programming and with functional systems; this will lead to A healthy, strong and well-coordinated NGO sector in Uganda.
- IF**
- NGOs can mobilise citizens to participate in civic engagements, increase citizen participation in government programs; this will lead to A resilient and proactive citizenry.
- IF**
- 3. NGOs strengthen collaboration with the government on policies and regulatory frameworks; this will lead to; responsive public institutions and pro-people policies.
- THEN**
- A coherent, respected and well-informed NGO sector in Uganda, actively contributing to citizen's wellbeing and safeguarding their rights will be achieved.

Diagram of the Abridged Version of the Theory of Change

A coherent, respected and well informed NGO sector in Uganda, actively contributing to citizen's wellbeing and safeguarding their rights





THE SOLUTION-F AND TRIDIMENSIONAL APPROACH





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CHAPTER FOUR



The Solution-focused Approach

UNNGOF is adopting a solution-focused approach to the implementation of this strategic plan. This is an approach that UNNGOF tested in the last strategic plan and found very promising.

At its core, a solution-focused approach is a goal-focused approach that supports change by constructing solutions rather than dwelling on problems. This approach acknowledges that elements of the desired solution are often already present in people's lives and become the basis for ongoing change.

This is an approach that is about being brief and focused on solutions, rather than on problems. When there is a problem, as development practitioners, we usually spend a great deal of time thinking, talking and analysing the problems, while the suffering goes on around us. UNNGOF recognises that we no longer have the luxury to continue analysing the problems of Uganda in the hope that this analysis will make the problems go away.

With a solution-focused approach, we shall work with a range of participatory techniques that acknowledge the way communities and their organisations are configured and what helps promote change through empowering people to take appropriate responsibility for their lives. In this strategy, we have selected meaningful interventions: issues that, if addressed, will bring about a real improvement in the relevant area of intervention.

Our context analysis is also based on selected problems in which we can make an appreciable difference in the strategic period. We will apply the concept of strategic incrementalism: picking a starting point that makes good use of our strengths, charting a path which we believe will lead to the outcome we envision while tracking and adjusting our progress along the way.^{xv}



Tridimensional Approach

In executing this strategy, there are 3 key dimensions that UNNGOF will have to address:

- **‘citizen-focused approach’** – where we shall work to always be relevant to citizen’s aspirations and struggles;
- **‘be collective-focused’** – where we shall work to build stronger membership and constituency capacity as well as strengthen the ‘collective’ rather than the ‘individual’ organisation; and
- **cost-conscious** – where we shall pay particular attention to the costs of our work, through developing innovative and sustainable financing models including local philanthropy and local fundraising as well as mechanisms that allow for true cost recovery.

Dimension 1

The Citizen Focused Approach

The current political context in Uganda has created a debased citizenry characterised by a ‘poverty of ideology’. A common desperate cry at the community level is “tusaba gavumenti etuyambe” (we ask the Government to help us). In our analysis, the citizens make this desperate cry to a government that is “present but absent” (i.e. a government which is present only in times of cracking the whip but absent in times of providing public goods).

Therefore, during the strategy period

(2021-2025), our work will be guided by the daily needs and aspirations of Uganda’s citizens. In our view, citizenship means Ugandans being proud of their multi-ethnic Ugandan identity, motivated by the determination to work in solidarity with fellow citizens to restore dignity and unleash the collective productive strength to exploit all opportunities in the country.

It also means first appreciating the power of citizen’s humanity, looking within each citizen’s common strength to generate the momentum to take back the country by intensifying citizen’s productivity, paying taxes diligently, voting wisely, and participating in the governance of Uganda as owners of the country who have a stake in the country and not mere powerless observers.

In so doing citizens will be able to make sure elected leaders, the judiciary, the civil service, and security forces know that they derive their legitimacy from delegated authority and act as good servants of Ugandans and not their masters. ^{xvi}

Dimension 2

2

Collective Focused Approach

UNNGOF is a membership organisation and so membership engagement, and servicing will remain central. The Comprehensive Organisational Assessment that UNNGOF conducted recommended that UNNGOF should start discussions towards becoming an 'apex organisation' which brings together civil society organisations and other informal civic formations beyond NGOs.

The apex body would therefore engage fully with non-geographical constituencies such as; Workers Unions, Professional Associations, Cooperatives and also work with other broader formations like digital, informal and differently organised groups of the broader civil society. This collective approach will take cognizance of the power in numbers and the security that comes from working together.

Working collectively will amplify the voice of civil society across several sectors and regions and also ensure that that organisations benefit from the diverse competencies that reside in the sector. A collective approach will therefore privilege collaboration and not competition among organisations. While 'logos' define our individual organisations, 'mottos' will define our collective formation.

Dimension 3

3

Cost-Conscious/Cost Recovery Approach

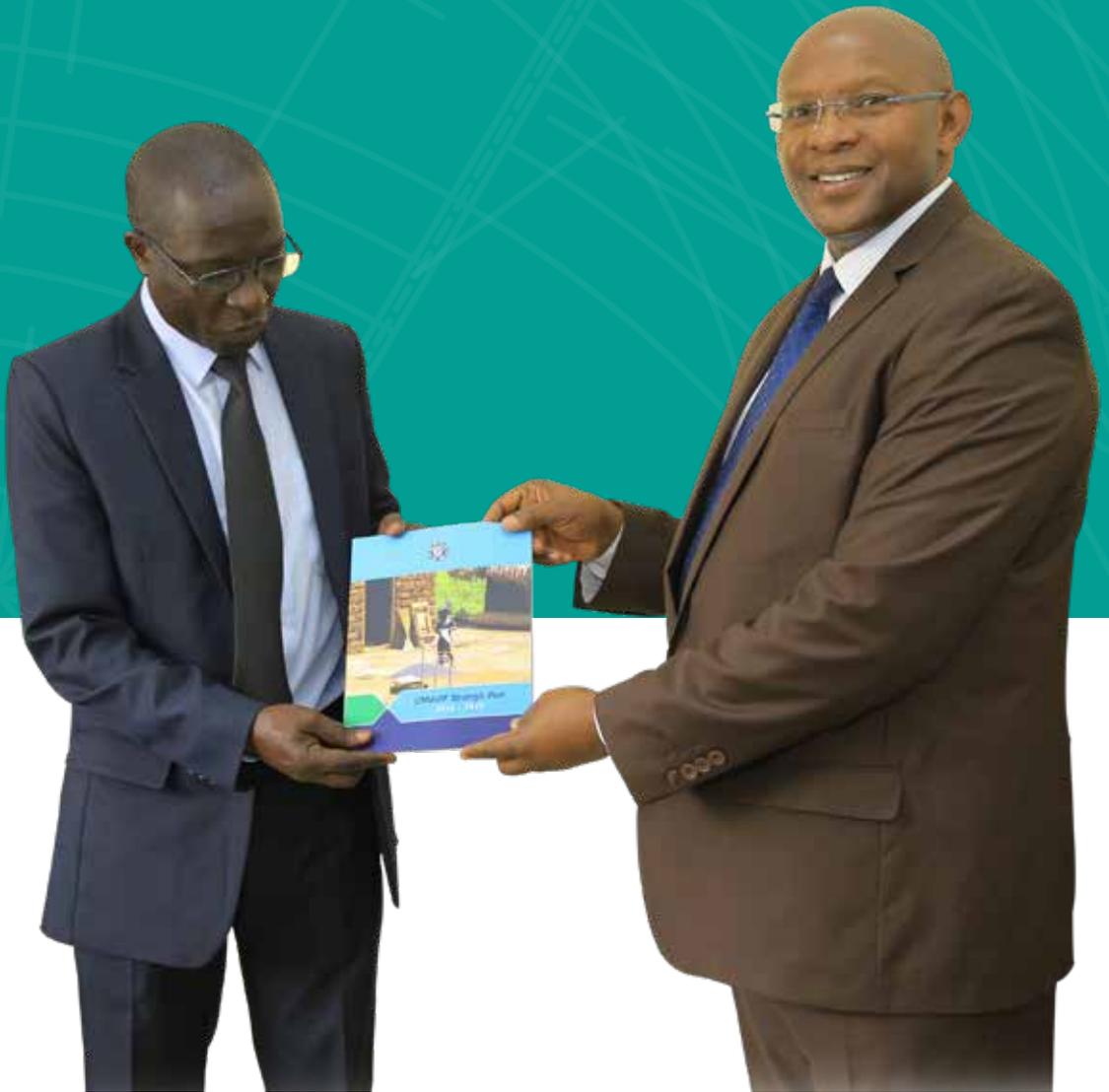
Our analysis and feedback from partners suggest that NGOs, just like private sector organisations invest in the same infrastructure and overheads if they are to succeed. But in reality, NGOs often struggle to meet all of the costs associated with delivering programmes through donor funding alone.

There is a strong culture of unrealistic donor cost expectations being fed by financial reporting from NGOs with unrealistic ratios of direct versus indirect programme costs. This has led to what some have termed as the 'starvation cycle' ^{xvii} which damages NGOs' ability to sustain themselves in the longer term. Our effectiveness in some of the programs we implement is dependent on the level of financing that we have.

It is common knowledge that more money leads to more results if deployed strategically and effectively. But we also know that for funding to be sustainable it has to be diversified. Diversification is key to sustainability. Having one source of funding for any organisation is the first step towards building an unsustainable institution.

UNNGOF will continue to engage more strategically in supporting innovative approaches and solutions in this area including; advocacy for flexible funding by donors, upholding the principle of 'paying your fair share' (that is, pay for the actual direct costs of a project plus a fair share of associated indirect costs and operational costs) and advocating for the provision of multiyear funding that enables grantees to plan for operational and financial sustainability.

Changing the status quo and adopting these approaches requires funders and grantees to have honest and constructive conversations about actual funding needs and true costs. We shall work to ensure that UNNGOF builds these elements into its fundraising and local philanthropy work.





OUTCOMES AND PROGRAM AREAS





CHAPTER FIVE



Over the 2021 – 2025 period, UNNGOF aims to generate meaningful solutions in the following **outcome areas**:

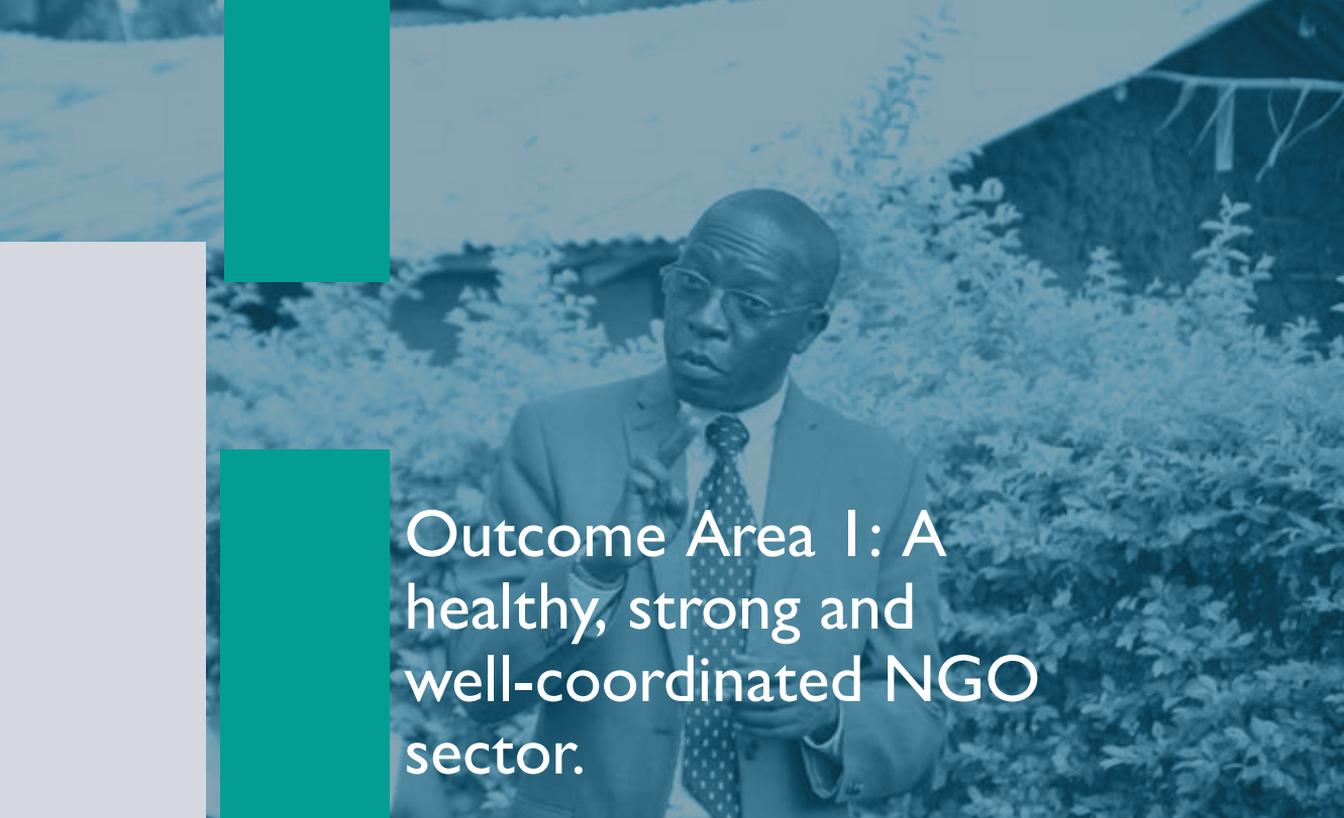
- 1)** Building a healthy, strong and well-coordinated NGO sector,
- 2)** Empowering citizens to be pro-active and resilient and
- 3)** Influencing pro-people policies and responsive public institutions.

To do so, UNNGOF will undertake activities in four complementary **program areas**:

- Civil Society Strengthening
- Civic Space and Governance Monitoring
- Policy Engagement and Advocacy
- Sustainability, Resource mobilisation and Philanthropy for Development
- Results and Knowledge Management
- Finance and Corporate Services







Outcome Area I: A healthy, strong and well-coordinated NGO sector.

Objective : To strengthen NGO sector coordination and capacity to deliver.

The context within which NGOs operate today is quite dynamic and calls for agile and more adaptive institutions that can respond to the diverse needs of constituencies they serve. This demand is however met with several institutional, programmatic, leadership and governance deficits.

These deficits dissuade the health, legitimacy and relevancy of the NGO sector. Our new strategic outlook, therefore, aspires to build a healthy, legitimate, competent and sustainable NGO sector with the requisite skills and capacity to influence development and governance processes and safeguard citizens' rights.

Our work will build on previous milestones and lessons to generate new knowledge and models of work and inspire innovation and shared learning. Under

this outcome area, we will undertake the following interventions:

Activity Areas

Strengthening NGO Self-Regulation and Quality Standards

While QuAM has been in place for the last 15 years, uptake by NGOs has been low. To date, the QuAM initiative has been signed on by less than 200 organisations and continue to limp as a mechanism for self-regulation with many NGOs losing trust in its relevance and efficacy.

UNNGOF recognises that self-regulation is critical to the respectability of the sector and its internal and external health. Starting with revising its internal Code of Conduct, UNNGOF will develop several interventions in the area of self-regulation but not be limited to QuAM.

Build NGO Sector Expertise and Competencies through the CSO Academy

We aspire to create a centre for learning in Uganda that will develop core competencies for NGO workers. The CSO Academy will strike a balance between courses that focus on theory and practice in the broader civil society sector.

We shall deliver this through partnership models with other expert institutions and run programs that will include; incubation for unique innovations, specific training modules and leadership coaching and mentoring. Some of the trainings shall focus on areas like the NGO regulatory framework, taxation for NGOs, internal governance, development communication, applied research skills and leadership development, transition and succession planning among others. Within this strategic planning period, UNNGOF will work with a diversity of partners to run several critical programs across the country.

Promote Technology for Development Interventions

Technology is rapidly changing the way people work and collaborate. It is opening up new opportunities and capabilities but also creating new challenges. COVID-19 has changed the ways of work for organisations, with many working both at home and office. Physical meetings have been constrained and so as UNNGOF, we will work to support digital acceleration.

Further exploration will be done to understand the impact that technology can have on the way NGOs operate and intervene in this digital era. UNNGOF, through partnerships with tech-savvy institutions, will strive to strengthen the capacity of NGOs in Uganda to be able to embrace and adapt to technological advancements in a way that will significantly and effectively contribute to their institutional and operational growth.

Strengthen Collaboration and Build Subnational Alliances

UNNGOF has for the past decade invested in building a strong subnational infrastructure as interlocutors between CSOs, citizens and the state at all levels. This strategic plan will further strengthen the 14 Regional Advocacy Networks as 'Special Purpose Vehicles' for learning, accountability and innovation.

To delve deeper into district-based policy work, we shall work to incubate district thematic networks. These will ultimately build regional thematic coalitions for stronger advocacy. Initiatives like regional learning days and the National CSO Fair will provide avenues for shared learning, peer support and showcasing the work of CSOs.

Membership and Constituency Servicing

For any membership organisation to remain relevant, it must meet the expectations of a diverse group of members and constituency. Under this strategic approach, UNNGOF works as a service organisation providing regular and specialised services to members, other NGOs, civil society and a wide range of actors that demand information and support services. These include students, government, private sector and development partners.

The aim is to provide both general and tailored information and other support services to a wide range of UNNGOF service subscribers to enhance their capacities and inform their work. We shall therefore not concentrate on growth in numbers, but on the quality of members we have.

This will be done through the process of carefully auditing our membership database. We shall define the benefits to and contributions from members more sharply on an annual basis so that our accountability is based on benefits that we shall have agreed on.

Milestones for NGO Sector Coordination

	2021	2022	2023	2024	2025
a) Strengthening NGO Self-Regulation and Quality Standards					
i. Conduct a baseline study on the state of NGO self-regulation in Uganda in a sample of districts and end-term evaluation	x				x
ii. Implement roadmap of reforms to revamp self-regulation target to reach at least 30% of UNNGOF members every year using UNNGOF Code of Conduct	x	x	x	x	x
iii. Conduct capacity building initiatives on self-regulation for members	x	x	x	x	x
iv. Conduct NGO awareness campaign on self-regulation among UNNGOF members		x	x	x	
b) Build NGO Sector Expertise and Competencies: Initiating the CSO Academy in Uganda.					
i. Conduct scoping study and identify capacity building partners	x				
ii. Develop CSO Academy Strategy and Curriculum	x				
iii. Conduct at least 4 training per quarter on selected topics	x	x	x	x	x
iv. Conduct process monitoring and evaluation of the Academy activities	x	x	x	x	x
c) Technology for Development					
i. Conduct study on technology uptake in the NGO sector	x				
ii. Develop partnerships with digital organisations to support UNNGOF work – like Techsoup, Google Africa, Microsoft and other providers	x				
iii. Conduct training on core digital competencies for NGOs including digital security for at least 30% of UNNGOF members annually	x	x	x	x	x
d) Strengthen Collaboration and Build Subnational Alliances					
i. Conduct Joint Review of the State of Subnational Alliances	x		x		
ii. Develop and Implement Regional RANs Program Strategies	x	x	x	x	x
iii. Conduct regional events in at least 4 regions per year	x	x	x	x	x
iv. Conduct best practice and stories of change initiatives across the country	x	x	x	x	x
e) Membership and Constituency Servicing					
i. Conduct Routine Membership Audit	x	x	x	x	x
ii. Revise and share membership charter across the country	x				
iii. Convene thematic membership sessions for capacity development and networking	x	x	x	x	x
iv. Convene annual membership end of the year awards for exceptional members	x	x	x	x	x



Outcome Area 2: An empowered, resilient and proactive citizenry.

Objective : To support citizens' engagement, governance monitoring and ensure a positive environment for NGOs.

At the heart of our work is the objective to influence the well-being of citizens. We aim to support initiatives that lead to measurable evidence that citizens are asking for, getting and using information to improve their situation and engage public officials as well as deepen accountability initiatives that lead to better quality public services.

We will also continue to defend the fundamental civic freedoms of association, peaceful assembly and expression in Uganda particularly when they are under threat. We are aware that we are responding to a situation characterised by shrinking space of civil society and a debased citizenry. We will track civic space trends nationally and seek to better understand when, how and why crackdowns on civic space occur and the most effective ways to respond.

Activity Areas

Citizens' Engagement

One of the drawbacks of Uganda's governance processes is the low level of civic competence and citizen agency. This has resulted in a disequilibrium between the supply and demand side of good governance. UNNGOF will be working intentionally with citizens and their organisations by promoting people-based advocacy as an approach for restoring the governance equilibrium by ensuring that citizen's needs and priorities guide citizen-leader engagements at all levels of governance.

Governance Monitoring

Further, UNNGOF will also focus on governance monitoring that keeps an eye on what the government does, at all levels. This will not only help to inform people about the performance of public institutions, but it will also give them a sense of participation in how they are being governed.

The people's direct engagement with public institutions as part of their democratic right goes a long way in improving governance. Objective information about governance processes is therefore vital for encouraging the informed engagement of people with elected leaders and public institutions. Governance monitoring will enrich public discourse and debate on governance and support the development of evidence-based recommendations for governance reforms.

Civil society operating environment

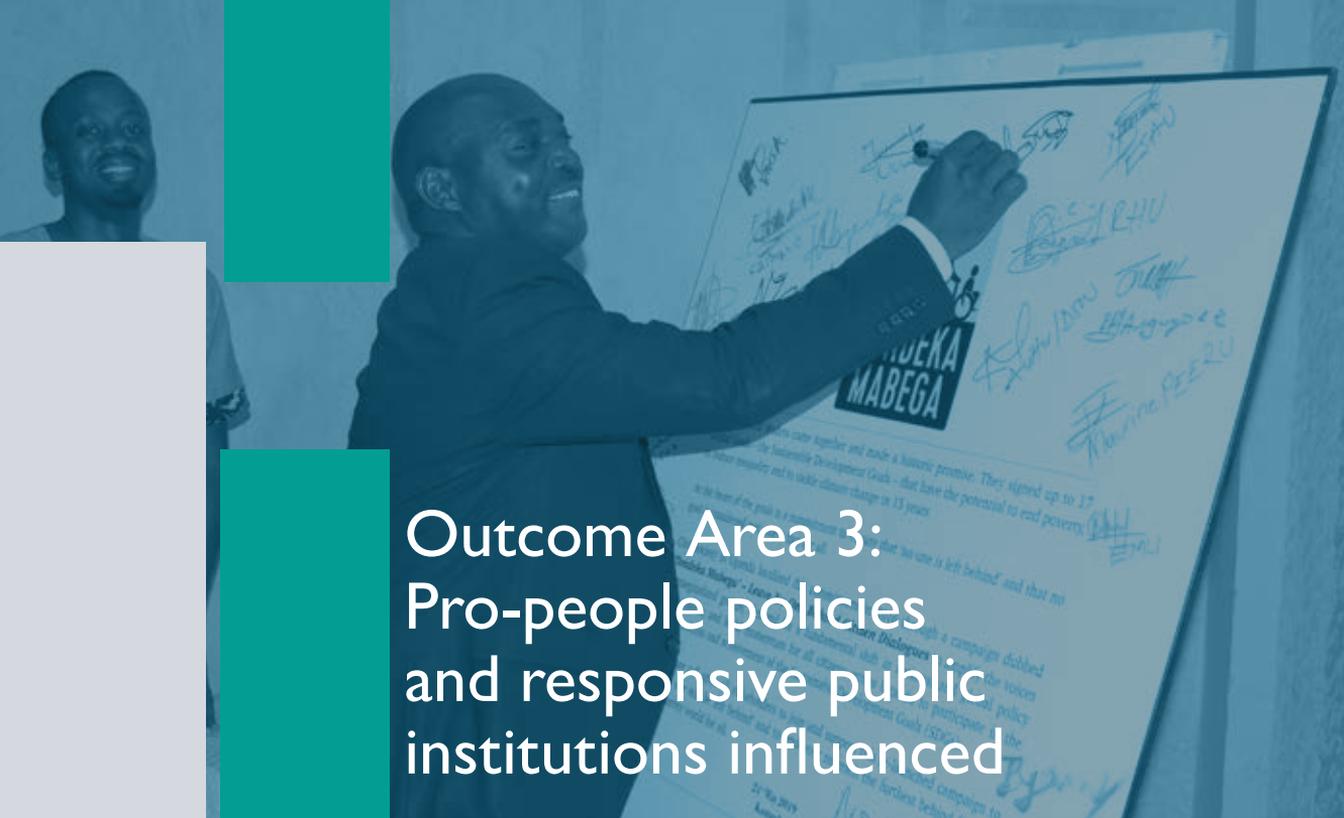
It is imperative to underscore that UNNGOF's understanding of a conducive operating environment goes beyond the legal and regulatory space as defined by the state. It also includes public support for NGO work, leading to greater public legitimacy.

Over the next strategic planning period, we shall therefore continue to carry on with our work on profiling the value of the NGO sector. We shall work closely with Government institutions such as the Office of the Prime Minister, the National Bureau for NGOs, and the Justice, Law and Order Sector and the media on knowledge products like the Study on the Value of the NGO Sector, the State of the Civil Society Reports and other publications that profile the sector's work and influence the operating environment and public image of NGOs.

We shall also continue to hold NGO leaders' reflections and joint meetings with the Government to promote a conducive environment for NGOs. UNNGOF will also build on the already established relationships within the sector and with government agencies to influence the review of the laws that affect the NGO sector and ensure that the NGO regulatory framework is enabling for NGOs.

Milestones for Citizen Engagement, Governance Monitoring and CSO Operating Environment

	2021	2022	2023	2024	2025
a) Citizen Engagement					
i. Conduct training and refresher sessions in people-led advocacy approaches for Regional Advocacy Networks	X	X	X	X	X
ii. Support RANs to conduct people-led advocacy initiatives using citizen-leader immersions approach in 14 regions of Uganda	X	X	X	X	X
iii. Support citizen monitoring of people-led advocacy undertaking through participatory monitoring	X	X	X	X	X
iv. Document stories of change arising from people-led advocacy		X	X	X	X
b) Governance Monitoring					
i. Conduct governance monitoring through research and opinion polls	X	X	X	X	X
ii. Convene citizen-leader engagements on selected governance processes (elections, citizen manifesto and others)	X	X	X	X	X
iii. Convene citizen reflection platforms, dialogues and grand debates of governance processes in Uganda	X	X	X	X	X
c) Civil Society Operating Environment					
i. Conduct research, advocacy and evaluation on restrictive NGO legislation	X			X	
ii. Conduct CSO operating environment monitoring missions and observatory reports	X	X	X	X	X
iii. Convene CSO-Government Leaders Reflection and Strategy Meetings in partnership with NGO Bureau	X	X	X	X	X
iv. Convene regional and national CSO fairs in partnership with RANs	X	X	X	X	X



Outcome Area 3: Pro-people policies and responsive public institutions influenced

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

We will continue to build on UNNGOF's core functions and experience of coordinating civil society to engage in collective policy advocacy on key policy processes. In the past, UNNGOF has played a critical role in the development and monitoring of policies like the Vision 2040, National Development Plan (NDP), Sustainable Development Goals (SDGs) and National Budget.

Our value lies in bringing together NGOs to participate in multi-stakeholder and multi-sectoral policy processes, to elicit the value of collective organising and action, inspire activism and solidarity over key policy processes. Our work will be delivered through a three-pronged approach that includes: Policy Mapping and

Knowledge Building, Policy Analysis and Advocacy and Policy Monitoring and Evaluation

Activity Areas

Policy Mapping and Building Policy Knowledge

Advocating for better policies entails an appreciation of what 'better policy' looks like. Within our work, we shall strive to conduct citizen-centred research and build evidence that allows for citizens to be active participants in state-making by not only demanding for what is appropriate and useful but also by providing alternatives that work.

For this ‘dialectic experience’ to emerge, we shall invest significantly in generating knowledge that influences policy through a diversity of research methodologies. We will carefully select specific policy issues and practice challenges and opportunities on which we shall build a policy advocacy agenda that is very much rooted in the process of generating knowledge that empowers citizens.

Policy Analysis and Policy Advocacy

UNNGOF over the years has invested in policy analysis and advocacy and will continue to do so. This is because policy analysis provides the means for assessing policy options and policy advocacy recommends the preferred course of action to achieve the political, social or economic goals to serve the citizens of Uganda. Policy analysis, therefore, provides a way to examine existing policies with an eye towards advocacy that recommends modifications or improvements.

Uganda is a country that is celebrated for being particularly good at policy formulation but with significant deficits in policy implementation. Policy analysis and advocacy will fill this gap by ensuring that the diversity of policy options are understood and the opinions of policymakers are influenced to support pro-people policy options. Policy analysis will specify and predict the consequences of alternative policies.

Policy advocacy on the other hand will promote and address those interests in society that lack adequate articulation or representation. Policy advocacy work will be undertaken at all levels from the community level to international policy engagements.

Further, UNNGOF has had a significant footprint across several regions in Africa and beyond, representing civil society in various policy spaces and work at the frontier of continental and global policy to ensure the country level voices also impact policy processes. UNNGOF will continue to do this work with its partners across the world.

Policy Monitoring and Evaluation

UNNGOF’s policy work has been instrumental in advancing policy monitoring, especially for the National Development Plan and the Sustainable Development Goals. Citizen-led policy monitoring will be our preferred approach to policy monitoring work.

We recognise that policymaking should be informed by sound evidence – which will be the role of policy research, however, it is essential that in our work we understand what works and how it contributes to achieving the key long-term policy objectives.

Policy monitoring is intricately linked to other parts of the policy process and involves **(1)** appraising the policy environment, **(2)** gauging the level and quality of citizen engagement, **(3)** documenting the progress of policy development and the legislative processes **(4)** putting policies into practice through financing and implementation planning, and **(5)** evaluating outcomes of implementation.

Our work will traverse these five stages with the view of ensuring that our policy work is comprehensive and relevant to the needs of all stakeholders.

Milestones for Policy Work

	2021	2022	2023	2024	2025
a. Policy Mapping and Building Policy Knowledge					
i. Conduct Policy Research Mapping on Topical Policy Issues	x	x	x	x	x
ii. Convene Policy Platforms with Strategic Policy Partners	x	x	x	x	x
iii. Convene Alternative Policy Scenario Analysis Sessions on Key Policy Issues	x	x	x	x	x
b. Policy Analysis and Policy Advocacy					
i. Conduct Policy Analysis and Policy Advocacy Capacity Building Sessions for RANS in all 14 regions once a year	x	x	x	x	x
ii. Develop analytical policy briefs on selected policy processes – SDGs, NDP and National Budget and selected Local Government policy processes and produce one report from each process per year	x	x	x	x	x
iii. Represent NGOs in selected policy spaces and develop a mechanism for feedback and produce at least 6 reports per year	x	x	x	x	x
iv. Engage in regional and international policy work with strategic partners; CPDE, AU ECOSOCC, Civicus and others and produce relevant reports	x	x	x	x	x
c. Policy Monitoring and Evaluation					
i. Conduct policy monitoring sessions for selected national policy issues (SDGs, NDP and National Budget) and produce 1 report per policy area	x	x	x	x	x
ii. Work with RANS on Local Government policy monitoring processes and collate RAN report at least 2 report per RAN per year	x	x	x	x	x
iii. Develop and share stories of change based on monitoring policy impact for selected policies	x	x	x	x	x



Outcome Area 4: Sustainability, Resource Mobilisation and Philanthropy for Development

Objective : To 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

Our work on philanthropy for development will be anchored within the concept of community philanthropy. This is both a form of, and a force for, locally driven development that strengthens community capacity and voice in claiming, operationalising and expanding human rights.^{xviii}

We shall continue to promote and foster the idea of community philanthropy that underscores that all communities have their own assets (money, skills, knowledge, networks and much more). When these are pooled together, they build community power and voice. Under this activity area, we will continue to work to unlock the collective power of local communities to express their opinion through community philanthropy.

We shall work through local Communities of Practice (CoPs). These will be spaces for mutual learning and sharing, testing new approaches and ways of working. These core elements of this learning and sharing will be centred around domestic resource mobilisation, building local constituencies for social change, strengthening community voices and questioning power dynamics.

We shall work with national and societal actors to raise the profile of community philanthropy by creating visibility, mobilising and strengthening policy with relevant government agencies, development partners, philanthropy supporting organisations.

We shall also work with international actors and development partners to support and promote the development of community philanthropy as a central pillar of broader efforts to shift power and resources closer to the ground, to strengthen local ownership of development processes and to amplify the ability of citizens and communities to be heard and to claim rights and entitlements.

Change the Game Academy

UNNGOF has been a partner in the Change the Game Academy program for the last 3 years. The Change the Game Academy is a blended-learning program for civil society actors. It was developed building on the experiences and lessons learned promoting local ownership through domestic resource mobilisation in Kenya, Brazil and India.

In Uganda, UNNGOF is the lead partner and has several Master Trainers who continue to build the capacity of civil society organisations around the country. The Change the Game Academy was designed to enable civil society organisations and groups to be drivers of change from the ground up by supporting them in building local constituencies, making citizen voices heard and holding governments accountable.

The training in lobbying and advocacy and local fundraising are available as face-to-face courses and online. The online platform offers e-learning and other relevant resources which are accessible free of charge. Classroom trajectories consist of training and coaching and are available in 12 countries. In each country, the trainings are delivered by certified trainers and the materials are adapted to the local context.

UNNGOF has built competencies in these areas and will continue to offer these resources and skills to NGOs across Uganda as a way of promoting efforts towards local fundraising and sustainability of organisations.

Social Enterprise Development

UNNGOF will develop a stream of work under this outcome area that will focus on starting a social enterprise to support the work of UNNGOF. We understand that there is a diversity of social enterprise models in the business industry. However, for UNNGOF, the core of the social enterprise work that will be chosen will generate positive change in communities through balancing profit and positive change.

We shall work with experts in business development to define a clearer path for UNNGOF by clearly articulating the best model that blends with UNNGOF's mission and target population. The model chosen should be one with the ability to generate profit for UNNGOF, the ability to generate positive change in Uganda, and the ability to achieve a balance of profit and positive change. We shall therefore develop business units and income-generating innovations that can support some of the work of UNNGOF.

A key investment area that was initiated a few years ago is the UNNGOF House. UNNGOF will continue to mobilise its members, friends, development partners and well-wishers to construct UNNGOF House. Already milestones have been reached towards this aspiration. This house will be a permanent residence for UNNGOF offices, it will host training sessions and a resource centre for the NGO sector among other services.

We will continue collecting membership fees and broaden our membership base such that the resources collected can be utilised in membership servicing and sustaining the work of the secretariat. We shall also receive one-off contributions that support our work.

Donor Relations and Fundraising

UNNGOF will continue to build strong connections between donor relations and fundraising efforts. While UNNGOF will strive for sustainability, we are also cognizant of the fact that we shall continue to engage with donors. This will require that UNNGOF improves relationships with donors that can result in more revenue.

UNNGOF will strive to increase transparency which may result in better donor relations. We shall continue to monitor the metric of donor retention rate as part of our M&E so that we can respond appropriately in our relationship-building with donors. We shall also develop a structured approach to prospect research as one of the ways to improve our fundraising asks as well as help UNNGOF to be more intentional about our approach.

We shall also develop a comprehensive prospect database to support our fundraising outreach decisions. We shall conduct feedback surveys of our donors to understand what they think about UNNGOF and put some of the feedback into action.

UNNGOF will strive to ensure that it creates a balanced mix of different income streams that enable UNNGOF to be sustainable and resist shocks to its finances. We shall therefore invest in the development of a fundraising strategy. The fundraising strategy will create the right mix of fundraising sources that help to ensure the financial health of UNNGOF but also encouraging other donors to contribute to our cause, especially over the long term. We recognise that a healthy mix of income sources will reduce the likelihood of financial collapse and could be an encouragement to donors to invest more in UNNGOF.



SEPTEMBER 2020
LFR COHORT



CHANGE
THE GAME
ACADEMY

Milestones for Sustainability, Resource Mobilisation and Philanthropy for Development

	2021	2022	2023	2024	2025
a. Philanthropy for Development					
i. Citizens and community philanthropy	X	X	X	X	X
ii. Engagement with national actors on community philanthropy	X	X	X	X	X
iii. Engagement with international actors and development partners on community philanthropy	X	X	X	X	X
b. Change the Game Academy					
i. Conduct local fundraising training courses and interventions	X	X	X	X	X
ii. Conduct mobilising support training courses and interventions	X	X	X	X	X
c. Social Enterprise Development					
i. Developing business units	X	X	X	X	X
ii. Developing income generating innovations	X	X	X	X	X
iii. UNNGOF House	X	X	X	X	X
d. Donor Relations and Fundraising					
i. Develop and implement fundraising strategy	X	X	X	X	X
ii. Conduct Annual Donor Mapping	X	X	X	X	X
iii. Develop Complementary Donor Funding Models	X	X	X	X	X



Outcome Area 5: Results, Communication and Knowledge Management

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

Activity Areas:

Results Monitoring

We shall heighten our results management and learning practices. We shall continue our investments in strengthening monitoring, evaluation and learning framework. This will help us to track our outcome progress and impact consistently and systematically for both accountability and learning purposes. This framework will enable us to document, understand and learn from our successes as well as our failures.

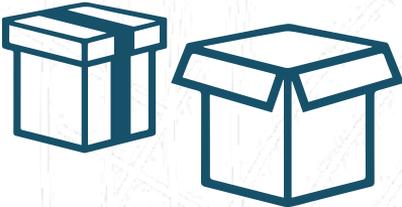
Under this outcome area, UNNGOF will get robust and useable data and evidence that can help identify where we are contributing to social transformation and where we need to do things differently. With it, we will be able to respond more effectively and efficiently to the changing context in which we work.

Results and monitoring at UNNGOF will focus on enhancing our understanding of what works and what does not, as well as appreciating the conditions surrounding our results. The idea here will be to strengthen our accountability for results. Monitoring of our work will be collaborative. We shall work closely with the Regional Advocacy Networks to ensure that we work to present a comprehensive picture of our results.

It should be noted that the monitoring function will not be to audit but rather to enhance learning. Our monitoring and results tracking will include clear measures of accountability to ourselves, the communities we work in as well as our donors. We shall also attempt to conduct value for money monitoring within the limits of our competencies. The following lines of inquiry stages will guide our monitoring and result tracking:

Stage 1:

Is what we set out to deliver what we are delivering?



Stage 2:

Whom are we reaching?



Stage 3:

How do stakeholders gauge the quality of outputs we delivering?



Stage 4:

Are we moving towards the change we want to see?



Evaluations

As part of our learning portfolio, UNNGOF will work with expert institutions to set up independent, high-quality evaluations. The purpose of these evaluations will be to examine the assumptions that UNNGOF makes in this strategic plan. This will be aimed at improving the results management at UNNGOF, as well as contributing to the body of knowledge around the work that UNNGOF pursues.

We will therefore work to investigate the relationships within our theory of change. This process will be premised on a robust baseline survey. We shall also commission work that will test some specific hypotheses linked to the solutions that we aim to deliver. There will also be work that focuses on evaluating both the effectiveness and the efficiency of all our results.

Communication

UNNGOF will strive to create and produce high-quality, compelling and innovative communication products. This will be done using a variety of mediums that will suit the diversity of audiences that we work with. In the communication work, we shall pay particular attention to the purpose of the communication we are sharing and ensure we differentiate our audiences and channels of communication.

Creating engaging and imaginative content will be critical to the work of UNNGOF. In the communication work, UNNGOF recognises that community and policy level engagements that create change do take time. This will require our community strategies to be developed in such a way that we use the approach of 'repetition for effect' based on long term strategies that will elongate public consciousness and memory on the issues that UNNGOF is working on.

Our communication work will also ensure that we produce effective products. We shall endeavour to create formats that captivate audiences through inspiring stories, voices of community members that can produce shock and humour that will drive the message home.

Learning

Learning at UNNGOF will encompass activities of staff, implementing partners and members. We aim to ensure that there is a continuous process of learning and adapting based on the feedback that we receive in our work. Learning will draw from the results of the monitoring exercises, the evaluations that we commission as well as internal reflections and learning sessions by staff members.

We shall build our internal ability to engage in various analytical processes that will include internal reflections, reading sessions as well as planning and scenario-building sessions. These processes will help us to deepen our collective thinking as an organisation and ensure that we continuously remodel our interventions based on what we continuously learn as an organisation.

Documentation

While UNNGOF is involved in many activities, one of the critical challenges that we have faced over time is to have a well-organised documentation process. While all staff work hard and produce several outputs during their day-to-day activities, when it is not documented, it is difficult for staff to account for their time and other resources. Further, when documentation is not well organised, it can create a challenge especially in times when there is a need to retrieve various types of documents for example when writing an annual report or quarterly report.

UNNGOF will therefore develop a simple documentation strategy that is easy to use. This strategy will allow UNNGOF to retrieve information when required as well as keep information in accessible formats. Documentation will cover aspects like management of the Resource Centre; maintain a set of documentation of meetings organised by UNNGOF; and systematically collecting books, periodicals, reports, studies, annual reports, photos, videos, DVDs from our stakeholders and other documents relevant to the work of UNNGOF.

This could be done through purchases, subscriptions, and contacts with other organisations, universities and research institutes. Online documentation will also be emphasised so that materials are kept in perpetuity. The NGO Directory that was started 10 years ago will also be revamped and improved to ensure that there is a public repository of information about NGOs in Uganda that subscribe to the work of UNNGOF.

Milestones for Results, Communication and Knowledge Management

	2021	2022	2023	2024	2025
a) Results and Monitoring					
i. Undertake a baseline study for the 2021-2025 strategy	x				
ii. Develop and implement a monitoring plan for the 2021-2025 strategy	x	x	x	x	x
iii. Conduct routine monitoring of UNNGOF activities	x	x	x	x	x
iv. Issue quarterly monitoring reports	x	x	x	x	x
b) Evaluations					
i. Partner with evaluation expert organisations	x				
ii. Develop an evaluation plan for the strategy	x				
iii. Conduct process evaluations for selected key variables in the strategic plan	x	x	x	x	x
iv. Conduct mid-term and end-term evaluations of the strategy			x		x
c) Communications					
i. Update the UNNGOF Communications Strategy	x				
ii. Conduct communication planning event	x	x	x	x	x
iii. Roll out communication interventions relating to branding of UNNGOF and communication tasks for all component areas	x	x	x	x	x
iv. Periodically evaluate the impact of communication interventions	x	x	x	x	x
d) Learning					
i. Develop and implement the <i>Learning Calendar</i> for UNNGOF	x	x	x	x	x
ii. Convene at least Learning and Scenario Building Sessions per year with Staff and Implementing Partners	x	x	x	x	x
iii. Produce Articles for the Newsletter and Websites every quarter	x	x	x	x	x
e) Documentation					
i. Develop documentation strategy	x				
ii. Update the Resource Center	x	x	x	x	x
iii. Revamp and regularly update the ugandangodirectory.org	x	x	x	x	x
iv. Improve UNNGOF Cloud-Based Directory	x				



Outcome Area 6: Finance and Corporate Services

Institutional Strengthening for Optimal Resource Use

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.

Under this supporting outcome area, we bring together the initiatives that combine and consolidate our corporate services to serve the internal and external partners of UNNGOF in the following areas:

- i) Financial Management
 - ii) Institutional governance
 - iii) Human Resource Management
- Finance Management

Activity Areas:

Financial Management

UNNGOF receives funds from several development partners. In many cases, donors have conducted institutional assessments

before resources are disbursed. In all these assessments, UNNGOF has learnt a lot about financial management. We have now moved to a process where the secretariat is fully self-accounting with a Board of Directors that offers financial oversight. We have also put in place an internal audit system that has strengthened our systems.

In this strategic plan period, we shall ensure that financial management systems are continuously strengthened and lessons from all our institutional assessments are taken into consideration.

Value for money will continue to be at the heart of our financial management and procurement processes - ensuring that funds entrusted to UNNGOF are spent in a manner that is responsible and reasonable. UNNGOF has improved its financial and procurement systems to meet the donor and member's financial compliance standards.

Building systems that create ‘participatory budget oversight’ among staff will help to ensure that staff develop greater awareness of the budgetary and financial aspects of the functions under their jurisdiction. Our financial reports and statements are prepared following the requirements of International Financial Reporting Standards (IFRS).

Institutional Governance

UNNGOF believes that effective governance of the organisation will ensure that the policies, values and systems by which UNNGOF manages its affairs continue to shape transparent, accountable and responsible decision making at strategic, management and program levels. Over the years, UNNGOF has worked to improve its governance through constitutional amendments. It has now consolidated the gains and maintains a governance regime that is simple and effective.

UNNGOF’s governance is characterised by the need to balance legitimate membership representation at all governance levels with eminence and technical capacity, a competent but ‘hands off’ Board that effectively oversees the secretariat and a viable, lean and efficient governance structure. The General Assembly is a supreme governance organ for the organisation and comprises all paid-up members of UNNGOF.

The Board is the penultimate governance organ of the organisation. Board members are drawn from a diversity of constituencies that make up the UNNGOF membership. The two-thirds member’s representation is constituted through an elaborate constituency-based elections system, while the third is by invitation and approval of the General Assembly. The Board will normally meet at least thrice a year.

Institutional Development Partner/Donor Relations

UNNGOF largely depends on donors to finance its activities. The donors give a lot of support to UNNGOF that includes; knowledge sharing, financial resources, networking and feedback on our work. UNNGOF’s approach to working with donors is to ensure that the autonomy, identity and intellectual

independence of each partner are protected, cherished and affirmed.

We shall work to ensure that there is mutual accountability and respect in our relationships with donors and we shall hold each other to the same standards. A hallmark of our relationships will be honesty, frankness and solidarity.

Human Resource Management

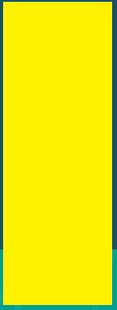
Human Resource Management is a planned approach to managing people effectively for performance. UNNGOF has an open, flexible and caring management style that inspires staff to be motivated, developed and managed in a way that they give their best to the organisation. UNNGOF will work to ensure that it brings out the important values of trust, care, teamwork, encouragement and development which help the organisation meet the principle of being a good employer and thereby motivating staff to give their best.

UNNGOF will conduct a comprehensive job evaluation and human resource to ensure effective utilisation and maximum development of human resources for the implementation of this strategic plan.

All managers at UNNGOF will continue to nurture performance through a diversity of motivation techniques to bring about higher standards of performance. UNNGOF will also ensure that the performance appraisal process is robust and ensures that an individual’s performance is measured against previously agreed work objectives. Performance appraisal will serve two functions; evaluating an individual’s performance and provide information to assist human resource development plans.

Milestones for Institutional Strengthening for Optimal Resource Use

		2021	2022	2023	2024	2025
a) Financial Management						
i)	Conduct Internal Audit and Annual Audits of the Organisation and Implementing Partners	X	X	X	X	X
ii)	Conduct Institutional Assessment of New Partners	X	X	X	X	X
iii)	Build capacity of all Implementing Partners in Financial Management Compliance processes	X	X	X	X	X
iv)	Oversee budget and budget monitoring processes	X	X	X	X	X
b) Institutional Governance						
i)	Organise Annual General Meetings	X	X	X	X	X
ii)	Organise at least 3 Board Meetings every year	X	X	X	X	X
iii)	Conduct Induction and Capacity Building Initiatives for the Board	X	X	X	X	X
c) Institutional Development Partners Relations						
i)	Convene Donor Round Table Meetings	X	X	X	X	X
ii)	Conduct Joint Annual Program Reviews with participating donors	X	X	X	X	X
iii)	Manage donor reporting obligations	X	X	X	X	X
d) Human Resource Management						
i)	Conduct Staff Appraisals	X	X	X	X	X
ii)	Oversee Staff Development Programs	X	X	X	X	X
iii)	Conduct Team Building Initiatives	X	X	X	X	X
iv)	Procure, dispose and maintain assets for staff use	X	X	X	X	X



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Annexe I: Risk Management

Risks	Likelihood	Mitigation Strategy
Current trends of civic space threats continue (arrests, account closure, heightened surveillance of NGO work)	High	<ul style="list-style-type: none"> • UNNGOF conduct continuous risk assessment and plan mitigation strategies. • Develop collaborations with many partners and seek 'safety in numbers.' • Continue to work collaboratively with strategic government institutions. • Ensure compliance with the legal provisions and NGO Act 2016 requirements • Conduct strategic campaigns to challenge the restrictions.
Donor support to civil society decreases	Medium	<ul style="list-style-type: none"> • Continue efforts towards local fundraising. • Diversify support to UNNGOF activities. • Make UNNGOF work visible and useful to our partners.
New regulations to limit civil society work can be introduced	Medium	<ul style="list-style-type: none"> • Continue to engage in advocacy related to the revision of laws so that progressive legislation could be passed that favour NGO work.
Increased competition among NGOs because of limited sources of funding	Medium	<ul style="list-style-type: none"> • Work with NGOs in a noncompetitive manner – including both members and other constituencies.
Break-ins and threats to assets of UNNGOF and its partners.	Medium	<ul style="list-style-type: none"> • Continue to be vigilant in terms of physical security and conduct security training for staff and partners.
Covid 19 continues as a global pandemic	High	<ul style="list-style-type: none"> • Continue to learn new ways of working more digitally and following all the Standard Operating Procedures of Covid 19.
Continued questioning of NGO relevance by public and the state	Medium	<ul style="list-style-type: none"> • Conduct community immersions to connect with communities. • Communicate our work innovatively with all partners. • Continuously communicate the CSO sector value to the public.
Increased cybersecurity threats	High	<ul style="list-style-type: none"> • Staff training in IT security. • Continuous improvement of IT systems of UNNGOF.
Rapid donor changes in-country and outside the country.	Medium	<ul style="list-style-type: none"> • Aggressive fundraising and exploring alternative funding options. • Proactive engagement with government and donors to ensure long-term funding.
Tension among CSO arising from the challenges faced by the sector	Medium	<ul style="list-style-type: none"> • Proactively build relationship and solidarity among CSOs.

Annexe 2: SWOT Analysis

		Internal Factors	
Positive	<p><u>STRENGTH</u></p> <ol style="list-style-type: none"> 1. Convening power/Agency 2. Recognition by the State 3. Platform organisation <ul style="list-style-type: none"> • Brand name • Network of Regional Organisation 4. Good Policies <ul style="list-style-type: none"> • voice for NGOs /Locus • Diverse membership • NGO Sector capacity building • Collaborations • Influence NGOs 5. Amount of knowledge collected over-time 6. Linkages /brokerage between CSOs and other partners 	<p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Low levels of compliance to UNNGOF policies • Numerous one-off projects • Inadequate communication • Poor synergy • Limited visibility • Unstable funding • Inadequate staffing • Inadequate M&E system • No motivation and mentorship • Competing with members over projects 	Negative
	<p><u>OPPORTUNITIES</u></p> <ul style="list-style-type: none"> • Donor Confidence • Available space to influence • National Development Agenda • International and Regional partnerships • Referral information Centre • Collaboration as an opportunity for Engagement • A platform for collective action • Weak CSO Sector • Several unanswered social questions 	<p><u>THREATS</u></p> <ul style="list-style-type: none"> • Constrained space • Negative donor influence • Attack on CSOs • Shrinking funding • Competition amongst CSOs (unhealthy) • Emerging NGO platforms with similar mandate • Pandemics • Poor organisational culture in the sector • Nature of UNNGOF board composition • Mistrust by other CSOs 	
		External Factors	

Annexe 3: PESTLE

(Political, Economic, Social, Technological, Legal and Environmental) Analysis

PESTLE ANALYSIS BY STAFF

In seeking to gather and interpret information about changes in the wider environment, UNNGOF staff conducted a PESTLE. This helped in understanding and identifying trends and anticipated changes in a variety of political, economic, social, technological, legal and environmental contexts. Below is a table showing a summary of their submissions;

Parameter	Sub theme	Factors / issues	Tally	Ranking
Political	Up-coming Elections 2021	Election and the related violence among citizens and security forces as well as other political actors	3	Second
		Election-related citizen riots Civil war/unrest after elections		
	Misunderstanding NGO advocacy work by politicians	Excluding NGOs in strategic political discussions by Government		First
		Government increasing threat to investigating the operations of CSOs on the mythical allegations of supporting opposition	4	
		CSOs perceived to be highly political Government regulations that affect CSO participation		
	Political opportunists	Political actors who want to use NGOs for political gains	1	Fourth
	Creation of districts	The continuous creation of districts that affects RANs operation	1	Fourth
	Riots	Unrest by government Riots by citizens	2	Third
	Political transition	Failed political transition	2	Third
Political stability	Transactional nature of politics Political stability	1	Fourth	

Economical

Foreign exchange	Foreign exchange rate x 2	2	Second
Inflation	Inflation x5	5	First
Scarcity of goods and services	Scarcity of fuel, food, funding Scarcity of goods and services after COVID 19	2	
High Poverty levels	High poverty levels affecting citizens	1	Third
Unemployment	Raising levels of unemployment leaving the majority of citizens on the edge Low wages and uncertain employment	2	Second
Inequality to access resources	Increased income inequality/access to resources x2	2	Second
	Many NGOs are in financial distress because of low funding	2	Second
Low funding for NGOs	Reducing donor funding and stringent conditions		

Social

Population growth	Population growth rate and demographics x 2	2	First
Attitudes and beliefs	Attitudes and beliefs Public not willing to change norms and practices	2	First Second
Fighting for recognition by different categories of people	Need for every category of persons to be recognised e.g. youth, children, PWDs,	1	Second
Tribalism	Tribalism and 'partyism'	1	Second
Tension between tribes	The tension between tribes and economic classes Conflicts between tribes	2	First
Weak cultural institutions	Weakening cultural institutional infrastructure	1	Second
Gender inequality	Persistent gender inequality	1	Second
Youth unemployment	High youth unemployment	1	Second
Increase in social challenges	Increase in social challenges at the community level	1	Second
More demand on UNNGOF	More demand on UNNGOF to respond to staff and partner social needs	1	Second

Technological

Government regulations	Regulation of ICT by government Government regulations of media and ICT	2	Second
Access to improved technology	Level of technology awareness Limited access to new media by sub-national partners	2	Second
Adapting to technology	Low/poor adaptation of our partners to ever-changing technology demands x2	2	Second
Gaps in communication between UNNGOF and partners	Inadequate fast, effective communication between UNNGOF and subnational partners	1	Third
Poor internet connectivity	Poor internet connectivity X4	4	First
High cost of internet	High cost of internet	1	Third
Advancement in technology	Advancement in communication technology Need to increase our technological capabilities	1 2	Third Second
Need to increase our technology capacity	Expand our ICT team at UNNGOF and among members		

Legal

Shrinking space	Shrinking space x2	2	Second
Unfair government policies	Unfair government policies x3 Constraining NGO Act 2016, Anti-Money Laundering Act 2013, POMA	4	First
Draconian laws	Draconian laws that emerge from time to time x2	2	Second
Limited participation of CSOs in policy formulation	Limited participation of NGOs in policy formulation	1	Third
Poor interpretation and implementation of NGO laws	Poor interpretation and implementation of NGO laws	1	Third
Access to justice by CSOs	Access to justice by CSO members	1	Third
Legal compliance readiness	Compliance of CSOs to regulations More legal compliance readiness by CSOs	2	Second
Contestation of election results	Contestation of election results		

Environmental

Diseases and pests	Diseases and pests	1	Third
Floods	Floods x5	5	First
Fallen bridges	Fallen bridges	1	Third
Landslides	Landslides x2	2	Second
Drought	Drought	1	Third
Climate justice	Climate justice	1	Third
Environmental degradation	Environmental degradation	1	Third
Wild fire	Wild fire	1	Third
Climate change	Climate change x2	2	Second

Annex 4: BUDGET

UGANDA NATIONAL NGO FORUM BUDGET FOR THE 2021 - 2025 STRATEGIC PLAN

	2021	2022	2023	2024	2025
Key Undertakings	Amount (UGX)				
1.0 Civil Society Strengthening	461,745,000	507,919,500	558,711,450	586,647,023	598,379,963
1.1 Capacity Development	1,995,000	2,194,500	2,413,950	2,534,648	2,585,340
1.2 Membership Servicing	8,500,000	9,350,000	10,285,000	10,799,250	11,015,235
1.3 Strengthening Sub-national Engagements	409,450,000	450,395,000	495,434,500	520,206,225	530,610,350
1.4 Engagement in the Quality Assurance Mechanism	41,800,000	45,980,000	50,578,000	53,106,900	54,169,038
2.0 Civic Space and Governance Monitoring	1,696,145,108	1,865,759,618	2,052,335,580	2,154,952,359	2,198,051,406
2.1 Coordinaton of NGO Legislation Efforts	129,360,000	142,296,000	156,525,600	164,351,880	167,638,918
2.2 Promoting an Enabling Environment for Civil Society	368,103,900	404,914,290	445,405,719	467,676,005	477,029,525
2.3 Governance Monitoring	1,198,681,208	1,318,549,328	1,450,404,261	1,522,924,474	1,553,382,964
3.0 Policy Advocacy and Engagement	498,870,000	548,757,000	603,632,700	633,814,335	646,490,622
3.1 Policy Mapping	346,700,000	381,370,000	419,507,000	440,482,350	449,291,997
3.2 Policy Analysis	102,950,000	113,245,000	124,569,500	130,797,975	133,413,935
3.3 Policy Monitoring	20,020,000	22,022,000	24,224,200	25,435,410	25,944,118
3.4 Influencing Regional and Global Processes	29,200,000	32,120,000	35,332,000	37,098,600	37,840,572
4.0 Sustainability, Resource Mobilization and Philanthropy for Developmeny	1,560,294,000	1,605,544,000	1,664,319,000	1,756,534,950	1,808,167,149
4.1 Philanthropy for Developmeny	1,157,794,000	1,157,794,000	1,157,794,000	1,215,683,700	1,239,997,374
4.2 Change the Game Academy	252,500,000	277,750,000	305,525,000	320,801,250	327,217,275
4.3 Social Enterprise Development	150,000,000	150,000,000	180,000,000	198,000,000	217,800,000
4.4 Donor relations and Fundraising		20,000,000	21,000,000	22,050,000	23,152,500
5.0 Results Management, Learning and Communication	309,600,000	340,560,000	374,616,000	393,346,800	401,213,736
5.1 Results management	156,600,000	172,260,000	189,486,000	198,960,300	202,939,506
5.2 Knowledge management	113,400,000	124,740,000	137,214,000	144,074,700	146,956,194
5.3 Visibility and online presence	23,600,000	25,960,000	28,556,000	29,983,800	30,583,476
5.4 Media Relations	16,000,000	17,600,000	19,360,000	20,328,000	20,734,560
6.0 Finance and Corporate Services	2,193,775,865	2,413,153,452	2,654,468,797	2,787,192,237	2,842,936,082
6.1 Institutional Governance	108,500,000	119,350,000	131,285,000	137,849,250	140,606,235
6.2 Finance and Administration	351,904,992	387,095,491	425,805,040	447,095,292	456,037,198
6.3 Human Resource Management	1,492,670,873	1,641,937,961	1,806,131,757	1,896,438,345	1,934,367,112
6.4 Capital costs	240,700,000	264,770,000	291,247,000	305,809,350	311,925,537
TOTAL BUDGET	6,720,429,973	7,281,693,570	7,908,083,527	8,312,487,704	8,495,238,958

Annex 5: Strategic Outcome Indicators

Strategic Outcome	Objective	Indicator (s)
Outcome 1: A healthy, strong and well coordinate NGO sector	To strengthen NGO sector coordination and capacity to deliver.	<ul style="list-style-type: none"> Levels of citizen satisfaction with NGO services Percentage of NGOs reporting an improvement in capacity A functional well organised self-regulatory framework for the NGO sector
	To support citizens' engagement, governance monitoring and ensure a positive environment for NGOs.	<ul style="list-style-type: none"> Evidence of progressive NGO legislation passed Quality of relationships between NGOs and government Evidence of improved citizen participation in democratic and governance processes
Outcome 2: An empowered proactive and resilient citizenry	To coordinate collective pro-people policy advocacy engagements and advocate for responsive public institutions.	<ul style="list-style-type: none"> Evidence of policy implementation that is responsive to citizen's needs/aspirations Evidence of uptake of policy knowledge by public institutions Quality of engagement of NGOs in policy advocacy
Outcome 3: Pro-people policies and responsive public institutions influenced		
Outcome 4: Sustainability for the NGO sector and UNNGOF	Harnesses the power of local philanthropy and domestic resource mobilisation	<ul style="list-style-type: none"> Change in knowledge, attitudes and practices towards philanthropy and local fundraising. Policy influence around philanthropy Evidence of new and progressive approaches to NGO resourcing/financing Evidence of new forms of philanthropic practice supporting NGO Forum and members (cash, in-kind and time)
Outcome 5: Results management, communication and knowledge management	To achieve UNNGOF's core mandate through clear results management, brokering knowledge and learning; and creatively communicating our results to foster brand integrity and identity.	<ul style="list-style-type: none"> Evidence of well-tracked results Evidence of documented impact and learning from UNNGOF's work Evidence of increased recognition of the UNNGOF brand
Outcome 6: Finance and corporate services	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.	<ul style="list-style-type: none"> Evidence of cost-efficient program delivery Evidence of implementation of true cost recovery strategies Effective functionality of UNNGOF governance organs (Board, AGM, Board Committees) Level of staff satisfaction

Endnotes

- i) Nyangabyaki, B; D. Kibikyo, J-J Barya, S.W. Sokolowski & L.M Salamon. (1999) 2004. Uganda. In Salamon, L.M. & S.W. Sokolowski (Eds). Global Civil Society: Dimensions of the Non-profit Sector, Volume 2. Bloomfield: Kumarian Press.
- ii) It should be noted that NGOs are part of civil society. Civil society broadly refers to a wide array of organizations: community groups, non-governmental organizations [NGOs], labour unions, indigenous groups, charitable organizations, faith-based organizations, professional associations, and foundations.
- iii) Uganda National NGO Forum (2018) The Contribution of the NGO Sector towards Development in Uganda, Unpublished Report, Kampala
- iv) Ibid, 2018
- v) See Appendix 1 for the full SWOT Matrix
- vi) For a recording of this speech you can watch it here
- vii) Digital authoritarianism is the use of the Internet and related digital technologies by leaders with authoritarian tendencies to decrease trust in public institutions, increase social and political control, and/or undermine civil liberties. See here for an insightful publication by Erol Yayboke and Sam Brannen (2020) Promote and Build A Strategic Approach to Digital Authoritarianism, Policy Brief, Center for Strategic and International Studies, Washington D.C.
- viii) Ibid, p.280
- ix) Uganda National NGO Forum (2019) NGO Leaders Retreat Report, unpublished, UNNGOF, Kampala
- x) These are elections where all the standard operating procedures relating to Covid would be followed; that is wearing masks, washing hands and social distancing.
- xi) Uganda Bureau of Statistics (2018), 2018 Abstract, UBoS, Kampala
- xii) Ibid, p.18
- xiii) Uganda National NGO Forum (2018) The Contribution of the NGO Sector towards Development in Uganda, Unpublished Report, Kampala
- xiv) USAID (2019)
- xv) Barder, Owen, 2013. <http://www.cgdev.org/media/implications-complexity-development-owen-barder>
- xvi) This focus is inspired by the numerous conversations we had with NGO leaders in Uganda and through a process that UNNGOF led in developing the – Citizen is Central – approach as a central organizing principle for civil society. We also give particular credit to Leonard Okello for this formulation of the citizen-focus.
- xvii) See Jeri Eckhart-Queenan, Michael Etzel, Jess Lanney, and Julia Silverman (2019) Momentum for Change: Ending the Nonprofit Starvation Cycle, The Bridgespan Group, London
- xviii) Hodgson & Pond: 2016, Doan: 2019, Jakovljević: 2020 as quoted in the Multi Annual Giving for Change Proposal

Plot 25, Muyenga Tank Hill Road,
Kabalagala.
P.O Box 4636, Kampala.
info@ngoforum.or.ug

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www.ngoforum.or.ug

