

(January – December 2024)

# ANNUAL REPORT



Building Strong Foundations:  
An Annual Overview of connecting with  
communities, policy influence and accountability



# List of Acronyms

APN	Africa Philanthropy Network
CSOs	Civil Society Organizations
CSS	Civil society strengthening
CtGA	Change the Game Academy
EU	European Union
HLPF	High Level Political Forum
LFR	Local Fundraising
MS	Mobilizing Support
NGO	Non-Government Organization
SCENE	Strengthening Citizens' Engagement in Elections
SGSA	Strengthening Grassroot Social Accountability
UNNGOF	Uganda National NGO Forum

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# Chairperson

## Message from the Board Chair

It is with great humility and enthusiasm that I present this message as the newly elected Chairperson of the Uganda National NGO Forum (UNNGOF). Joining this esteemed organization at such a critical moment is both a privilege and an inspiration. Leading a team of distinguished leaders from diverse organizations and networks, we represent the breadth of Uganda's civil society and are deeply committed to advancing UNNGOF's mission of providing a sharing and reflection platform for NGOs to influence governance and development processes in Uganda, and enhance their operating environment.

With just one year remaining in our current strategic plan, the need to consolidate our efforts and chart a bold path forward has never been more urgent. As we prepare for 2025, our focus sharpens on three key priorities: We are committed to facilitating meaningful and sustainable transformation by expanding capacity enhancement initiatives and increasing support for grassroots organizations; Deepening citizen agency and resilience remains central to our mission, ensuring communities are equipped to advocate for their rights and shape their own

development paths; We will continue to amplify underrepresented voices and facilitate inclusive platforms for dialogue and reform, ensuring that citizens remain at the heart of public institutions.

Beyond these priorities, UNNGOF's aspirations for 2025 and beyond will be shaped by the lessons and successes of the past. We are prepared to take bold steps to reimagine our strategies, addressing emerging challenges such as declining mental health, CSO financing and sustainability, shrinking civic space, and global economic shifts. Looking ahead, I am confident that UNNGOF is well-positioned to navigate the opportunities and challenges of 2024 and beyond. Our vision remains clear: a coherent, respected, and well-informed NGO sector in Uganda that actively contributes to citizens' well-being and safeguards their rights.

To our members, partners, and stakeholders: I invite you to continue walking this journey with us as we work to ensure a vibrant and impactful civil society for all Ugandans.

Thank you for your trust, commitment, and collaboration as we move forward in solidarity.

**Xavier Ejoyi**  
Chairperson, Board of Directors



# Executive Director

## Message from the Executive Director



At UNNGOF, we firmly believe that sustainable development begins with strong, inclusive, and collaborative groundwork. This year, we have continued to champion community-led initiatives, policy influence, and accountability, building the movement from behind the scenes. We focused on creating an enabling environment where civil society can thrive, and frontline communities can take the lead in shaping their own narratives and destinies. We connect, convene, and amplify, ensuring that the voices of those often underrepresented in policy conversations are heard and drive the dialogue.

Localization has been a core principle in our approach, and we have embraced the shift toward recognizing local actors as co-investors in development, not beneficiaries. This perspective fundamentally changes how we work. It has guided our efforts in capacity enhancement, mentorship, and representation on national and global platforms. By emphasizing the assets that communities bring; knowledge, skills, relationships, and agency, we are contributing to reshaping the power dynamics in development work.

One of the highlights of this year has been our focus on language as a tool for transformation. Through initiatives like the Language and Lexicon Prototype, we have been part of a global conversation on decolonizing development language, challenging

terms and concepts that perpetuate power imbalances. This aligns with our advocacy for a new narrative that positions Ugandan and African actors as equal partners in global development.

Through our network of 600+ members, we led over 250 interventions, supported more than 100 campaigns, and mobilized close to 10 million citizens across Uganda. These efforts were strengthened by training and equipping grassroots leaders and organizations with the tools to advocate for democracy, social justice, and inclusive development.

As we move forward, I am inspired by the resilience and commitment of our staff, partners, members, and communities. Together, we are responding to immediate needs and building a foundation for a future where local voices lead, and global systems adapt to support them.

To every partner, member, and community leader who has been part of this journey, I extend my deepest gratitude. Let us continue to work together to strengthen the civil society ecosystem, uphold accountability, and champion community-led development across Uganda and beyond.

**Dr. Moses Isooba**  
Executive Director

# What we Stand for Who we Are

UNNGOF is an independent and inclusive national platform for NGOs in Uganda that was launched in 1997 to create space for NGOs to reflect, strategize, and take action on matters of mutual interest. UNNGOF is a membership organisation with over 650 members across the country.

UNNGOF's primary constituency and owners are NGOs in their diversity and configurations but is however open to other interest groups within a broadly defined civil society. Membership spans international, national, faith-based, networks and district organisations. The idea to form UNNGOF was to establish a broad-based national body for diverse.

NGOs to come together in pursuit of a collective agenda of engagement with Government and other development actors.

Uganda National NGO Forum was launched in 1997 following two years of concerted work to develop the operational structure, a constitution and membership recruitment program. Many NGOs had realized the need to engage the Government and the donor community on policy issues and poverty concerns. Government on the other hand, found it important to involve Civil Society Organisations (CSOs) in policies and programmes

## Building the Movement from Behind the Scenes

Much of our work takes place behind the scenes, where we strive to create an enabling environment for others to thrive. Our primary focus is on elevating the stories and experiences of frontline communities through our members, ensuring that the attention is placed where it truly matters. This 'invisible' work is what drives our efforts to strengthen civil society, support policy and civic engagement, accountability, and advocacy in Uganda.

Our approach is community-led, and we offer support in various forms, including capacity enhancement, coordination of various platforms, representation of the sector on various National and global platforms. We also provide coaching, mentorship, training, and convening spaces while amplifying voices through policy influence and engagements. Through these efforts, we uplift communities to become strong advocates for democracy, social justice, and inclusive development. This approach resonates with our annual theme which is;

**Building Strong Foundations: An Annual Overview of connecting with communities, policy influence and accountability**





# Introduction

In 2024, UNNGOF deepened its contribution towards realizing its three strategic plan outcomes areas namely; a healthy, strong, and well-coordinated NGO sector, an empowered, resilient, and pro-active citizenry, and responsive public institutions where citizens are central. In doing so, UNNGOF took a leadership role in engaging other sector players such as NGOs both at local / district, national, regional and global level, districts local governments, MDAs, private sector, donors and development partners throughout the year in realizing its aspirations

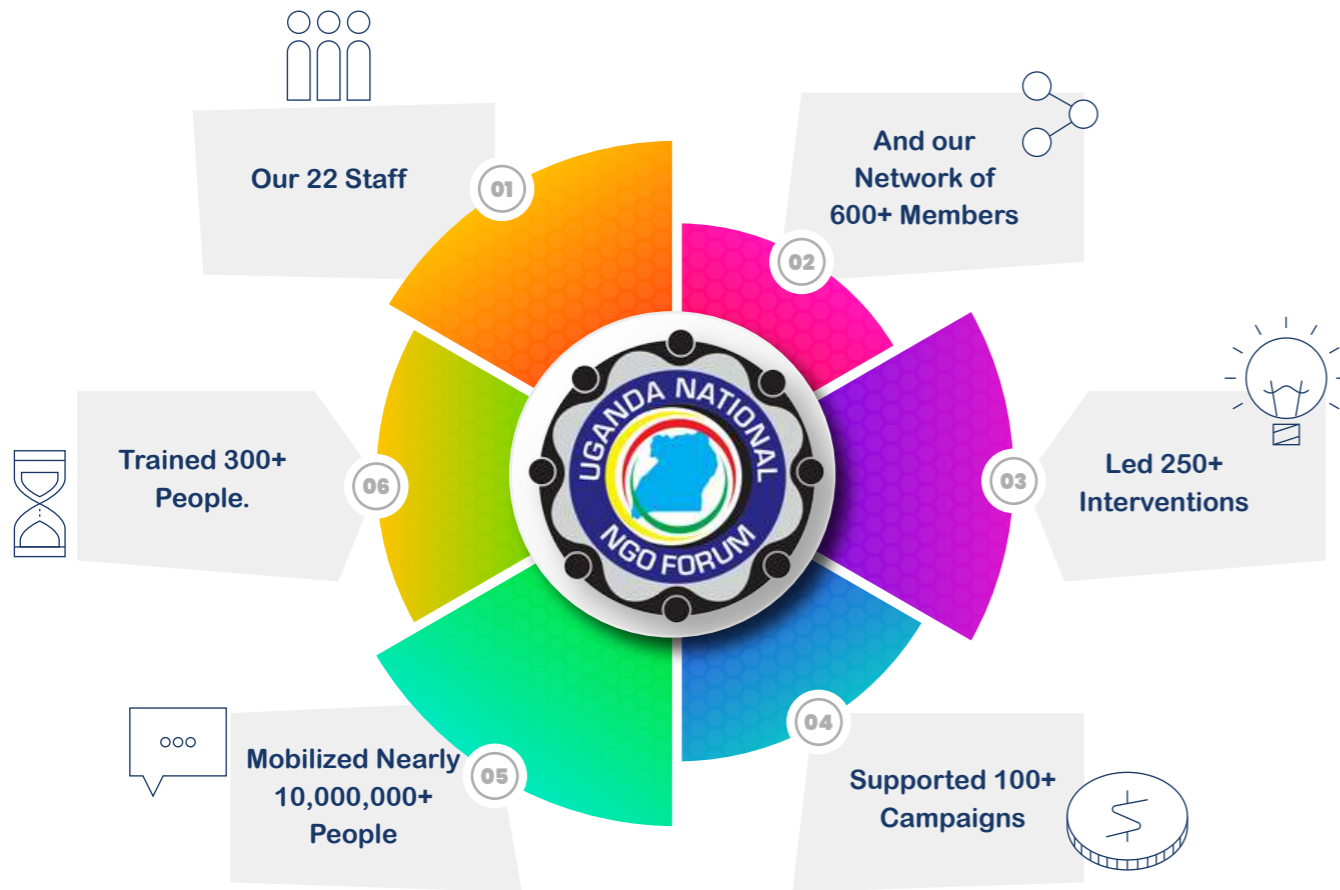


*We are prepared to take bold steps to reimagine our strategies*

**Xavier Ejoyi**

# 2024 in Focus

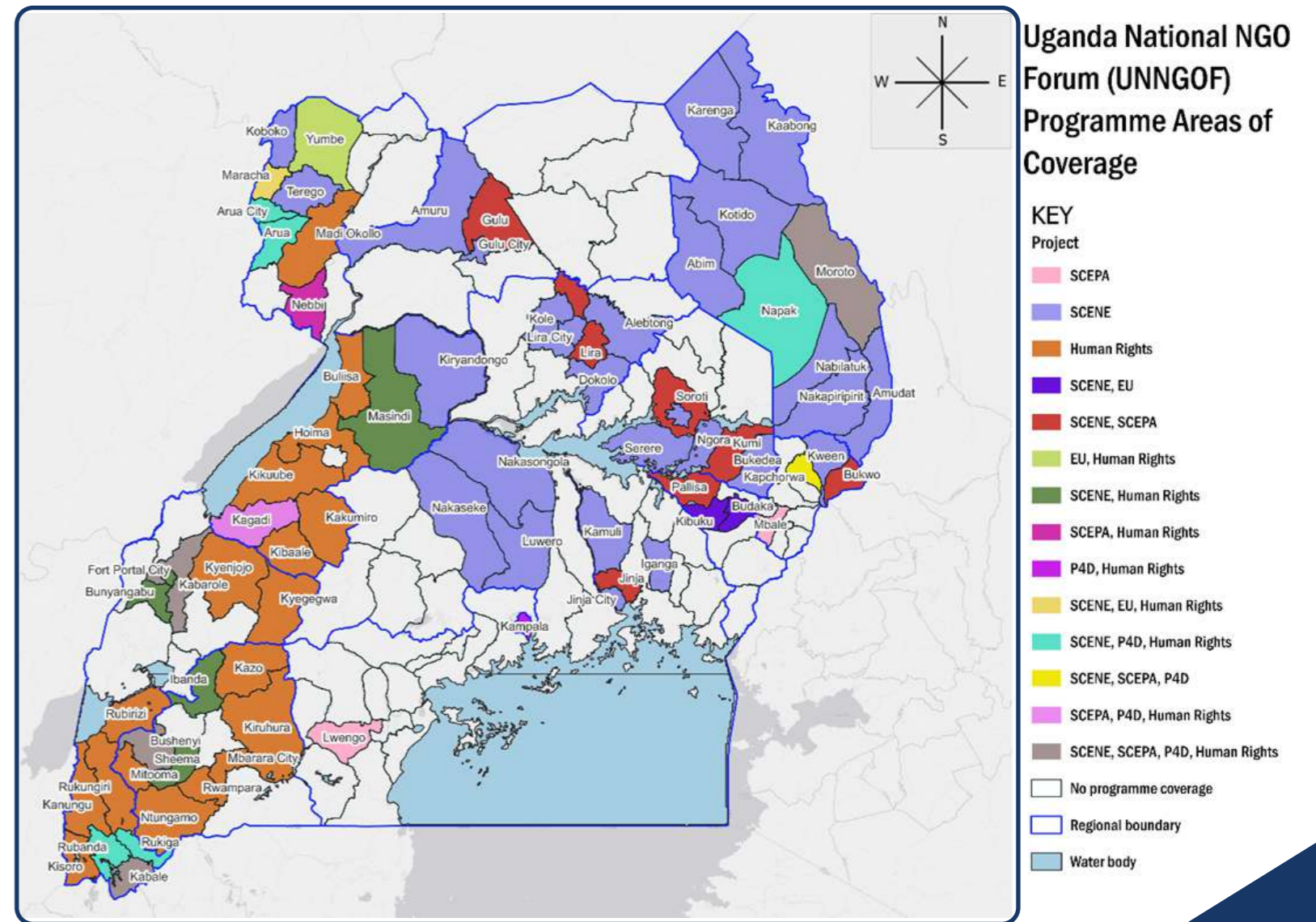
## Infographic



# Our Work

## Across the Country

Figure 1: A map of Uganda showing our Geographical reach across the country.



# UNNGOF Key Milestones

- 2024

## Strengthening Civil Society in a Dynamic Context

The context within which NGOs operate today remains dynamic and calls for agile, adaptive institutions capable of addressing the diverse needs of the communities they serve. However, many organizations face institutional, programmatic, leadership, and governance challenges that hinder their effectiveness. UNNGOF commits to continue building a healthy, legitimate, competent, and sustainable NGO sector equipped to influence development and governance processes while safeguarding citizens' rights.

## CSO Capacity Sharing strengthening and self-reliance

As a platform and membership organization, UNNGOF worked throughout 2024 to strengthen the capacity of NGOs, targeting members, potential members, and non-members alike. Our efforts focused on empowering organizations through key capacity-sharing initiatives, including storytelling, local fundraising, and mobilizing support.

These initiatives have helped create a movement of actors who recognize and harness the potential of domestic resource mobilization. By amplifying citizens' voices and shaping narratives, civic actors, community facilitators, and media practitioners have been pivotal in promoting local philanthropy and driving social change in Uganda.

After targeted capacity-building interventions, 91% of participating CSOs (10 out of 11) reported improved performance in partner self-assessments. UNNGOF supported several organizations to address critical gaps. For example, UNNGOF support enhanced WACSO's financial accountability and governance through institutional audits and training; UNNGOF's support to FABIO improved operational efficiency with better office infrastructure and governance tools. For Kick Corruption Out of Uganda (KICK-U), UNNGOF's support strengthened their accountability with a new Monitoring and Evaluation framework. UNNGOF supported Kabarole NGOs/CBOs Association (KANCA) to hold governance meetings, enhancing their transparency and decision-making processes. Public Affairs Center of Uganda in the Teso sub-region was supported to redesign its website, QuickBooks installation, and staff training, strengthening their financial and administrative capacity. These efforts have empowered organizations to enhance compliance, efficiency, and impact, ultimately promoting democratic governance and citizen participation across Uganda.





## Promoting Compliance Through the #BeLegit Campaign

UNNGOF recognizes the evolving NGO regulatory framework in Uganda and the challenges many organizations face in achieving compliance. To address this, we launched the **#BeLegit** campaign in 2022, which has continued into 2024. This campaign has focused on fostering accountability, building capacity, and supporting NGOs to meet regulatory requirements effectively.

The **#BeLegit** campaign incorporates a variety of activities designed to enhance compliance and self-regulation among NGOs. Through compliance clinics, we offer ‘door-to-door’ health checks for NGOs, facilitating open dialogue on regulatory requirements.

After targeted capacity-building interventions, 91% of participating CSOs (10 out of 11) reported improved performance in partner self-assessments. UNNGOF supported several organizations to address critical gaps. For example, UNNGOF support enhanced WACSO’s financial accountability and governance through institutional audits and training; UNNGOF’s support to FABIO improved operational efficiency

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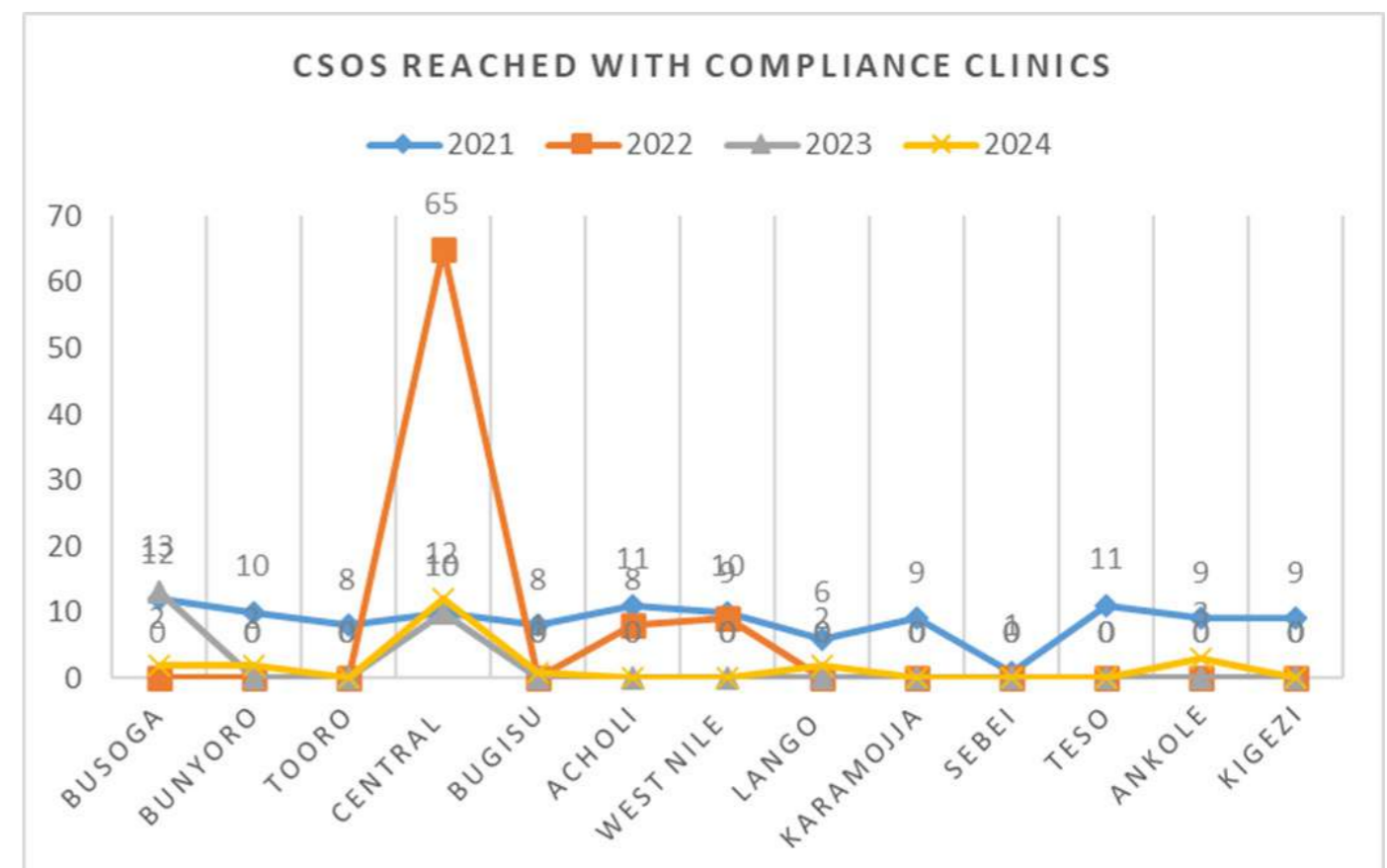
Since its inception, the #BeLegit campaign has engaged 241 organizations across 13 sub-regions, including Busoga, Bunyoro, Tooro, Central, Bugisu, Acholi, West Nile, Lango, Karamoja, Sebei, Teso, Ankole, and Kigezi. Many organizations have reported significant progress in aligning with regulatory requirements, improving their legitimacy and

operational efficiency. Capacity development efforts have equipped organizations with the confidence and skills to navigate the regulatory landscape, ensuring long-term sustainability and impact.

Looking ahead, the #BeLegit campaign aims to expand its reach in 2025 by incorporating digital tools, such as an online compliance platform where organizations can access resources, track their compliance status, and receive personalized feedback. We also plan to establish regional compliance support centers to provide localized assistance to NGOs. In addition, we are committed to sector advocacy, working with government stakeholders to streamline regulatory processes and reduce the administrative burden on NGOs.

UNNGOF is promoting a culture of accountability and excellence within Uganda’s civil society sector, ensuring that NGOs remain credible and impactful.

Figure 2 Showing the number of CSOs reached through the compliance clinics



Some of the voices from CSOs that have benefited include *“The exercise has been very fruitful for the organization; it is healthy to know where you are standing legally. It has proved to us that we have gaps that need to be bridged. We request UNNGOF to support us and build our capacity in the different areas.”* Muguluma Daniel, Program officer Kalangala District Forum of People Living with HIV/AIDS (KAFOPHAN).

*“This compliance health check has been so educative, Lango Civil Society Network being a network, we are expected to be the custodians of the law, therefore all our members are going to benefit from the knowledge gained with this interaction. We appreciate UNNGOF for supporting us to understand the legal obligations that we are supposed to meet.”* Dickens Ogwal, Executive Director- Lango Civil Society Network.

*“We have learnt a lot in regard to compliance especially Financial Intelligence Authority (FIA); going through this exercise has made me open my mind, I have learnt that we have to meet our obligations and not be caught out of the law. We thank UNNGOF so much especially for equipping us with tools that are so informative.”* Ronald Ofworyoth, Executive Director - Nebbi NGO Forum



## Enhancing Civil Society Through Quality Assurance Mechanisms (QUAM): Driving Capacity, Accountability, and Trust

In the evolving landscape of Uganda’s civil society, strengthening accountability, promoting trust, and building capacity are paramount. The Quality Assurance Mechanism (QUAM), established in 2006, has emerged as a cornerstone for achieving these goals. As a peer-assessment tool, QUAM enhances institutional health and facilitates legitimacy, transparency, and effectiveness within the NGO sector. QUAM also plays a key role in creating enduring partnerships founded on shared values and mutual respect.

*“This instrument is crucial for the growth and relevance of civil society in our current context.”*

Helen Akwii, member of the QUAM Council

In 2024, UNNGOF continued to champion QUAM as a vehicle for capacity sharing, accountability, and trust, referred to as the CAT factors.

*“QUAM presents an opportunity to showcase our credibility effectively.”* Jennifer Aguti, NAWOU

A series of dynamic engagements and socialization meetings brought together local, national, and international stakeholders, including organizations such as Care International in Uganda, Plan International, the



Austrian Development Cooperation (ADC), the Foreign Commonwealth and Development Office (FCDO), USAID's Civil Society Strengthening Activity (CSS), and the Embassy of Denmark in Uganda.

*"QUAM's true potential lies in its ability to sanitize and organize the sector. Our aim is to transform relationships into partnerships grounded in shared values and mutual respect."* Dr. Moses Isooba, Executive Director, UNNGOF

As more CSOs adopt QUAM, Uganda's civil society sector moves closer to a future defined by accountability, trust, and impactful partnerships, laying the groundwork for inclusive and sustainable development.



## Membership Growth and Development

Over the past year, we have been intentional in meeting the evolving expectations of our diverse members across various constituencies. Through tailored and impactful services such as information sharing, compliance clinics, capacity-building workshops, and amplifying members' work on our social media platforms, we have strengthened our relationships and delivered tangible value to our members.

These efforts have reinforced UNNGOF's relevance and positioned us as a trusted partner within the civil society sector. UNNGOF membership grew from 750 in 2023 to 771 in 2024. Each service we provide, from equipping members with timely updates to enhancing their operational sustainability through compliance clinics, has been designed to empower organizations to thrive in their missions.

## Advancing Community Philanthropy for Sustainable Impact

In 2024, UNNGOF took bold steps to scale community philanthropy as a cornerstone for sustainable development. Recognizing the transformative potential of local giving, UNNGOF set out to create a movement of local actors championing the advocacy for a pro-philanthropy policy framework in Uganda. This effort was strategically anchored on building alliances with like-minded institutions such as CivSource Africa, leveraging their expertise and networks to amplify collective action. To further shape this agenda, UNNGOF trained a cohort of media practitioners to craft and disseminate positive narratives around local giving, promoting a culture of philanthropy deeply rooted in Ugandan communities.

At the policy level, UNNGOF initiated critical conversations on tax regulations affecting the non-profit sector and the implications of the 'Grand Bargain', a global agreement aimed at enhancing the efficiency and collaboration of humanitarian aid. These discussions have laid the

groundwork for vital policy reforms, ensuring a regulatory environment that nurtures the growth of local philanthropy and enhances the sector's sustainability.

### Building Local Ownership and Scaling Impact

Over the past year, there was growing ownership of local development initiatives across communities. This momentum has been fueled by UNNGOF's training programs, which have equipped community members with the knowledge and skills to lead local philanthropy efforts.

Match-funding initiatives in at least four sub-regions have inspired communities to contribute their time, skills and financial resources, demonstrating a profound commitment to advancing their development priorities. In practice, they contributed 50% of the total proposed project budgets and UNNGOF topped up the remaining

50% to realise project objectives such as improved access to ICT facilities for learning in Kaboyo secondary school in Tooro subregion, empowerment of out of school Batwa girls and young mothers with enterprise development skills in Muko sub county Rubanda district, improved sanitation at Ruzare primary school in Kagadi district and promotion of financial health inclusion, land and economic rights in Arua and Zombo districts. All these efforts continue to gain traction, UNNGOF and its partners are building a resilient foundation for long-term, community-driven sustainability in Uganda.

### Catalyzing Learning and Collaboration: The Giving for Change Reflection Meeting

UNNGOF also hosted the 2024 Annual Learning and Reflection Meeting for Giving for Change (GfC) partners under the theme: *“Connecting, Supporting, and Influencing Community Philanthropy in a Context of Shrinking Civic Space.”* This gathering was a pivotal moment for program coordination, learning, and mutual accountability among GfC partners. Participants reviewed progress, assessed the program's theory of change, and collectively developed strategies for the remaining phase. The meeting went beyond dialogue; it included experiential learning excursions to three UNNGOF member organizations; AVSI, Watoto Wasoka, and Open Space Center, offering participants firsthand insights into innovative approaches to community transformation. The meeting showcased the collective resolve to advance community philanthropy, with partners reflecting on successes, challenges, and opportunities to enhance local giving. Through knowledge sharing and collaborative planning, GfC members strengthened their commitment to driving change within their respective contexts.



## Promoting Mental Health and Wellness: A Commitment to a Thriving Sector

In 2024, the Uganda National NGO Forum took a bold step toward addressing the often-overlooked but critical issue of mental health and wellness within the civil society sector. Recognizing the immense pressures faced by development professionals, including burnout, emotional fatigue, and the psychological toll of responding to complex societal challenges, UNNGOF launched the *Tulia Wellness Hub*. This safe, inclusive space provides access to individual and group therapy sessions, wellness talks, and other supportive interventions designed to nurture emotional resilience and mental well-being. The Tulia Wellness Hub has become a sanctuary for staff, partners, and the wider civil society community, offering resources and tools to promote healthier, more productive lives.

Mental health is foundational to effective advocacy, meaningful engagement, and sustained impact. A sector that prioritizes wellness is better equipped to address Uganda's development challenges with clarity, creativity, and compassion. The hub is a response to a pressing need and a call to action for the entire sector to recognize the importance of mental health. UNNGOF is setting an example, demonstrating that investing in people's well-being leads to stronger organizations and more impactful outcomes. This initiative reinforces the Forum's mission of building a resilient civil society that is ready to meet the demands of an ever-evolving development landscape.



“ A sector that prioritizes wellness is better equipped to address Uganda's development challenges with clarity, creativity, and compassion.





## Policy, Governance, and Civic Engagement

UNNGOF remains committed to coordinating a collective pro-people policy advocacy engagements and advocate for responsive public institutions. We have continued to build on our core functions and experience of coordinating civil society to engage in collective policy advocacy on key policy processes. Our niche is in the ability to bring together NGOs to participate in multi-stakeholder and multi sectoral policy processes, to elicit the value of collective organizing and action, inspire activism and solidarity over key policy processes.

## UNNGOF Spearheaded CSO's Contribution to the NDPIV (2025/26–2029/30) Development Process

UNNGOF played a critical role in ensuring Civil Society Organizations (CSOs) contribute to Uganda's National Development Plan IV (2025/26–2029/30). Through a series of engagements, UNNGOF provided a platform for CSOs to shape the country's sustainable development agenda by identifying key priorities and offering recommendations aligned with Uganda's long-term goals. As a result, 13 CSO proposals were incorporated into the NDPIV draft, highlighting the importance of inclusive policymaking and collaboration between civil society and government. These proposals covered various sectors, such as agro-industrialization, sustainable extractive industry development, climate change, private sector development, manufacturing, transport infrastructure, urbanization, human capital development, innovation, and public sector transformation. Each proposal emphasized sustainable, inclusive, and people-centered approaches to development, addressing critical gaps identified in the NDPIV draft objectives. UNNGOF continues to spearhead CSO efforts to monitor the implementation of these proposals, ensuring they align with the country's broader development goals.



# The Third Voluntary National Review

## A High-Level CSO Stakeholders' Engagement



### Our Contribution to the Sustainable Development Goals (SDG)

Uganda has fully embraced the principles of sustainable development outlined in the 2030 Agenda, demonstrating a strong commitment to its implementation. As one of the first countries globally to integrate the Agenda into its national planning frameworks, Uganda has embedded the Sustainable Development Goals (SDGs) into its National Development Plans (NDPs). This alignment reflects a strategic vision to synchronize national priorities with global development objectives, ensuring that policies, programs, and investments promote a sustainable and inclusive future. By addressing critical issues such as poverty eradication, social equity, environmental sustainability, and economic growth, Uganda has established a robust foundation for resilience and progress while ensuring no one is left behind. This approach underscores Uganda's leadership in advancing sustainable development amidst global and local challenges.

In advancing Uganda's commitment to the Sustainable Development Goals (SDGs), UNNGOF played a pivotal role in the submission of the country's 3rd Voluntary National Review (VNR)

Report, themed *"Reinforcing the 2030 Agenda and Eradicating Poverty in Times of Multiple Crises: The Effective Delivery of Sustainable, Resilient, and Innovative Solutions."* The report, which provided a comprehensive assessment of Uganda's progress across all 17 SDGs, was informed by rigorous data analysis and broad consultations with stakeholders. UNNGOF's facilitation of consultations with civil society organizations (CSOs) and citizens ensured that the VNR process was inclusive, amplifying the voices of marginalized groups and offering valuable perspectives on Uganda's development trajectory. By engaging diverse stakeholders, UNNGOF ensured that national priorities were informed by a wide range of input, strengthening the VNR's representation of Uganda's efforts and challenges. At the HLPF, UNNGOF highlighted the importance of reforming the international financial system, particularly addressing debt crises that disproportionately affect developing countries. This call for reform further emphasized the critical role of inclusive, locally driven contributions in advancing Agenda 2030 and achieving sustainable development on a global scale.

## UNNGOF's Role in Advancing Inclusive Development Through the Acceleration of the Implementation of the Parish Development Model

The Parish Development Model (PDM) is a flagship strategy by the Government of Uganda designed to elevate 17.5 million citizens from subsistence living to a money economy. Rooted in the parish as the lowest economic planning unit, PDM aims to improve household incomes, deepen decentralization, and promoting inclusive socio-economic transformation while promoting accountability. The model operates across seven pillars, including financial inclusion, production, infrastructure, and social services, with community participation and ownership at its heart.

Despite its promise, PDM faces significant challenges, such as limited community awareness, scepticism fuelled by overlapping poverty eradication initiatives, political interference, and inadequate capacity-building for beneficiaries. Concerns have also emerged regarding high transaction costs, insufficient financial literacy among SACCO leaders, and the need for enhanced investment in education, healthcare, and social protection.

Recognizing these hurdles, the Uganda National NGO Forum (UNNGOF) has played a critical role in supporting PDM's implementation and addressing its gaps. In 2022, UNNGOF conducted a comprehensive assessment of PDM's conceptual framework, identifying policy gaps, implementation mechanisms, and opportunities for civil society engagement. This assessment culminated in a position paper submitted to the Ministry of Local Government, providing actionable insights for improving the model's effectiveness. Building on this, UNNGOF's 2023 study, *Unraveling Opportunities and Confronting Challenges*, evaluated PDM's community-level impact after two years of implementation. The findings informed strategies for addressing logistical, financial, and community-related barriers and ensuring the model's long-term sustainability. UNNGOF also facilitated dialogues at national and local levels, convening civil society organizations, local governments, and Parish Development Committees (PDCs) to assess progress, identify challenges, and propose solutions.

Through its advocacy, UNNGOF has highlighted the need for robust community sensitization and capacity building to reduce scepticism and build trust. It has underscored the importance of financial literacy for SACCO leaders, minimizing transaction costs, and leveraging digital tools for transparency and data collection. UNNGOF has consistently advocated for balanced investment across all seven PDM pillars, emphasizing that financial inclusion must be complemented by strengthened healthcare, education, and social protection systems. UNNGOF's efforts have shaped critical discussions around PDM implementation, promoting collaboration between government and civil society. For instance, it has emphasized the value of benchmarking successful community-driven initiatives, such as those under the Ministry of Defence, to replicate best practices. UNNGOF has also worked to ensure actionable resolutions are adopted by government agencies like the Office of the President, pushing for integrated policy reforms to address implementation gaps.





## Strengthening Grassroot Social Accountability

With support from the European Union, the Strengthening Grassroot Social Accountability (SGSA) project is a three-year initiative (2023–2025) implemented in Uganda's Eastern and West Nile sub-regions, specifically in the districts of Zombo, Yumbe, Budaka, and Kibuku. The project aims to balance power between citizens and their leaders while fostering meaningful participation in local development processes. By 2025, SGSA seeks to enhance citizens' and civil society organizations' (CSOs) capacities to hold governments accountable for good governance and service delivery. Its objectives include increasing citizen demand for social accountability, improving local leaders' responsiveness to citizen needs, and strengthening CSOs' abilities to mobilize and organize communities effectively.

The SGSA project operates under a theory of change that envisions a well-coordinated network of civic organizations regularly engaging citizens on social service issues. This approach empowers citizens to be informed and civically competent, leading to active participa-

tion in social accountability and governance at both community and district levels.

To empower citizens and strengthen social accountability, the SGSA project employs a comprehensive methodology. Participatory assessments gather citizens' perspectives on key social service sectors and public institutions, ensuring that interventions reflect community needs. Central to the project are the "Topowa Forum" and Community Immersion Model—where "Topowa" means "don't give up" in Luganda—designed to engage citizens in their communities and workplaces, countering apathy by encouraging active civic participation. The project also amplifies citizen voices through partnerships with local media houses, enabling media personalities to competently discuss relevant local issues. Additionally, the project emphasizes collaborative learning and adaptive planning by organizing sessions for various social accountability actors to share best practices and build

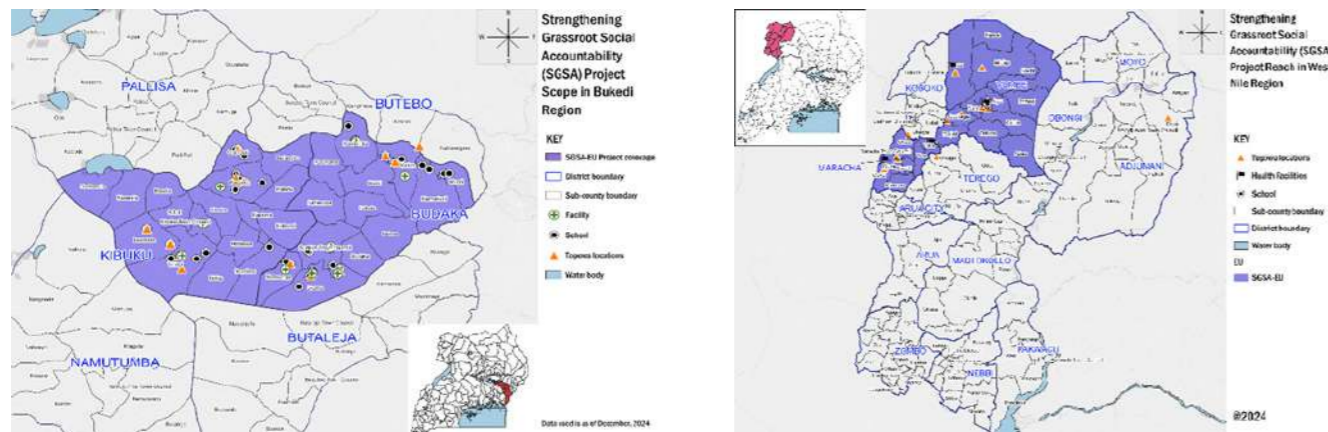
synergies among stakeholders.

The SGSA project has made significant strides in enhancing citizen engagement and accountability. Citizens have become increasingly aware of the benefits of collective action, leading to improved collaboration with duty bearers. This collaboration has resulted in district officials providing technical guidance to institutional heads at the sub-county level, facilitating requests for improved services. Notably, community participatory monitoring has gained traction, exemplified by citizens submitting a petition for a clean water source at Tirinyi Primary School, prompting discussions at the Budaka District Council. Specific achievements include the delivery of eight desks to Nambiri Primary School and the construction of a new pit latrine at Nabuli Health Center III in Kibuku District, along with the renovation of a classroom floor at Kameruka Primary School in Budaka District. In the West Nile Region, the deployment of a midwife to Kamaka Health Center III and the completion of various



construction projects, such as VIP latrines and a new OPD at Odupiri Health Center III, highlight the project's tangible impact on health services. Overall, these achievements reflect a proactive approach to promoting social accountability and enhancing the quality of public services in the target districts.

**Figure 3: Showing location and some activities for SGSA project in West Nile and Bukedi sub regions**



## Strengthening Collaboration with the Independent Electoral Commission

UNNGOF's ongoing collaboration with the Independent Electoral Commission has reinforced our commitment to enhancing citizen engagement in the electoral process. This relationship led to direct involvement in election monitoring, such as the Dokolo District by-election in March 2024, as well as closed-door discussions that have contributed to electoral reform efforts. As the 2026 elections approach, our partnership with the Independent Electoral Commission remains key to promoting transparency and accountability, ensuring that our implementing partners are accredited for election monitoring and voter education.

## Governance and Civic engagement

UNNGOF is committed to promoting an empowered, resilient, and proactive citizenry through supporting citizen engagement, governance monitoring, and advocating for a positive operating environment for NGOs. A critical aspect of this effort is empowering citizens to actively seek and use information to improve their situation, engage public officials, and drive accountability initiatives that lead to better-quality public services. This work ensures that communities can influence the decisions that affect them and create more responsive governance systems.





Kituo Cha Katiba  
EASTERN AFRICA CENTER FOR CONSTITUTIONAL DEVELOPMENT



## The Road to 2026: The Quest for Constitutional and Electoral Reforms

A High-Level Stakeholders' Conference



### Pursuing Constitutional and Electoral Reforms



In partnership with Kituo Cha Katiba, UNNGOF hosted a high-level stakeholder dialogue to discuss Uganda's constitutional and electoral reforms. The dialogue brought together a diverse group of participants to discuss critical issues such as youth participation in electoral processes, the independence of the Electoral Commission, and the challenges posed by shrinking civic space. Insights shared by key figures, such as Hon. Dan Wandera Ogalo and Prof. Fredrick Ssempebwa, contributed to a robust conversation on the future of Uganda's political system, particularly the need for a decentralized government that empowers local administrative units. These discussions highlighted the urgent need for a constitution that addresses contemporary challenges and reflects the aspirations of Uganda's growing youth population.



The dialogues, held in multiple regions of Uganda, engaged 987 participants, ensuring that the perspectives of citizens from across the country were considered. The proposals resulting from these consultations contributed to critical reforms, including changes to the Constitution, Presidential Election Act, Police Act, POMA, and the Electoral Commission Act. These reforms are foundational to shaping a more inclusive and accountable governance system that responds to the needs of all Ugandans.

## Active and meaningful Citizen engagement and empowerment

At the heart of UNNGOF's work is the belief that meaningful change begins with an empowered and engaged citizenry. Over the past year, UNNGOF has placed the citizenry at the center of its interventions, focusing on building strong citizen agencies across Uganda's 14 sub-regions. By maintaining low-cost, yet highly effective community engagement approaches, UNNGOF has nurtured the civic consciousness of Ugandans, cutting across different demographics, including youth, women, marginalized groups, and various social segments.

Through innovative forums like Topowa and Ekyoto (fireplace) conversations, UNNGOF has facilitated discussions that encourage citizens to engage with governance, electoral, political, accountability, and development processes. These community dialogues have been designed to promote inclusive participation, ensuring that all voices, regardless of social standing or geographic location, are represented in conversations about the future of governance in Uganda.

The Topowa and Ekyoto conversations have become a cornerstone of UNNGOF's efforts to instill a culture of active citizenship. They have heightened civic awareness and significantly enhanced citizens' voices and agency, empowering them to hold their leaders accountable for better governance and service delivery. These forums have allowed citizens to freely express their concerns, share ideas, and demand transparency and accountability from those in power. UNNGOF has made significant strides in enhancing citizen engagement, popularizing health, water, and education service delivery standards, and organizing accountability engagements such as community barazas, community immersions, and the rolling out of community scorecards in various districts. This increased awareness has led to improved collaboration with duty bearers, resulting in positive changes in local services. For instance, the community advocacy efforts led to the construction of new facilities and the improvement of existing ones in schools and health centers, exemplified by the delivery of desks to Nambiri Primary School and the construction of pit latrines at Nabuli Health Center III.

## Empowering Community Leadership Through Topowa Forums

One of UNNGOF's strategic responses to weak citizenship and identity in Uganda has been the establishment of sustainable community forums, known as Topowa Forums, to facilitate citizen engagement. In 2024, with funding from the Royal Danish Embassy, we convened three regional trainings for Topowa conveners in Eastern (Mbale), Northern (Gulu), and Western (Mbarara) Uganda with the objective of equipping civic group leaders with knowledge and skills to facilitate citizen conversations on governance, corruption and accountability reaching 180 civic leaders. During the training, participants developed a deep understanding of the Topowa model, empowering them to lead impactful community conversations. These forums are expected to surface key advocacy issues and citizens' inputs into national governance and policy agendas. *"The Topowa training gave us the confidence to lead discussions in our communities. People are now actively debating governance issues and holding leaders accountable."*—Topowa Leader, Ankole Sub-region

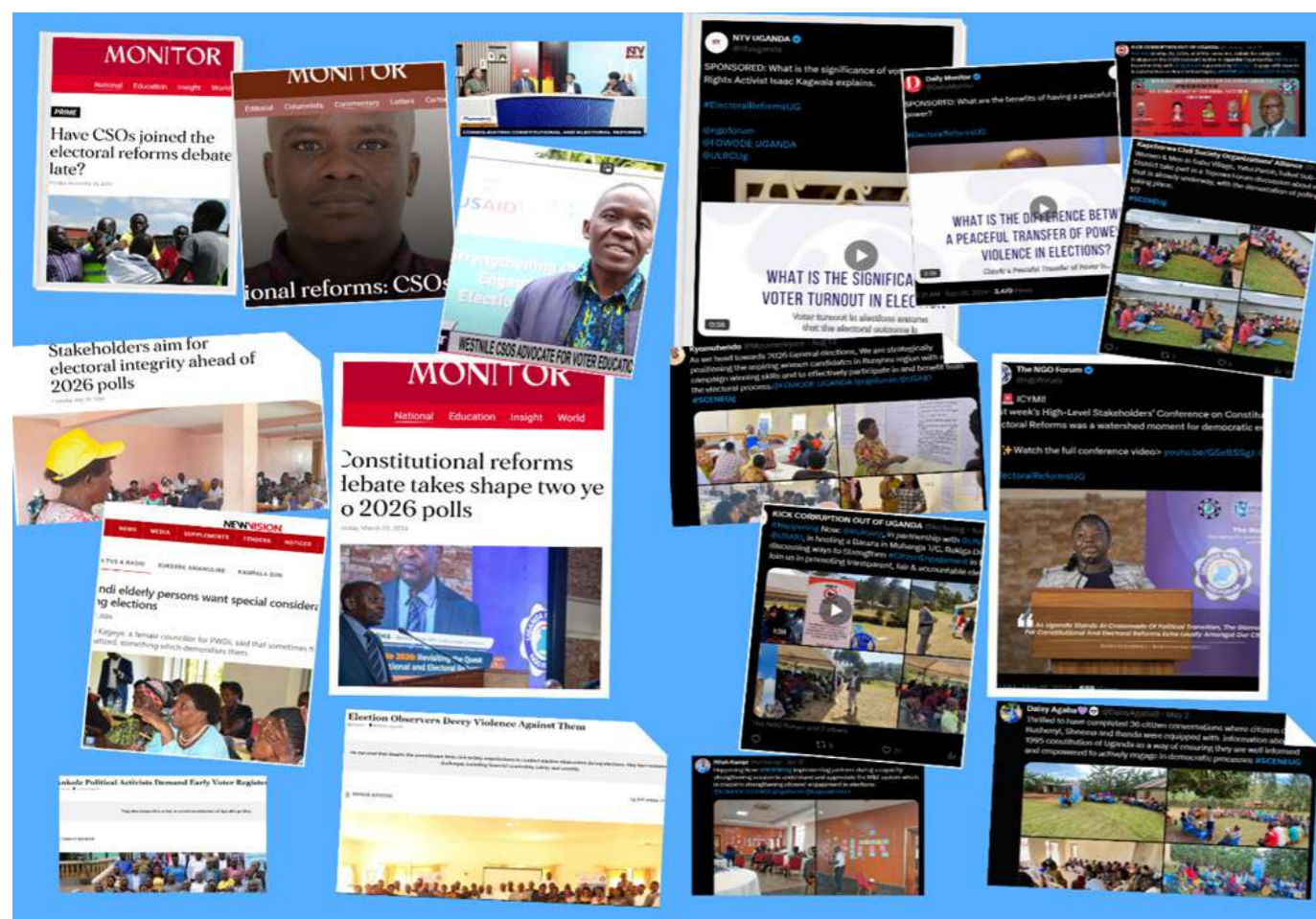
## Promoting citizen agency through Communications and Media Engagements

UNNGOF's strategic approach to communications and media engagement was rooted in the understanding that effective public awareness is central to facilitating meaningful civic participation. UNNGOF utilized a blend of traditional and digital media platforms to bridge the information gap between policy discussions and citizens' realities, ensuring that critical issues like constitutional and electoral reforms reached a wide and diverse audience. Collaborating with influential media outlets such as NTV Uganda, Spark TV, Daily Monitor, and KFM, as well as leveraging social media platforms with a combined following of over 7.9 million, allowed UNNGOF to amplify its advocacy messages and spark critical conversations at both national and grassroots levels. The use of multilingual radio spot messages, dramatized for greater engagement, further ensured that even remote and underserved communities could access and relate to these discussions.

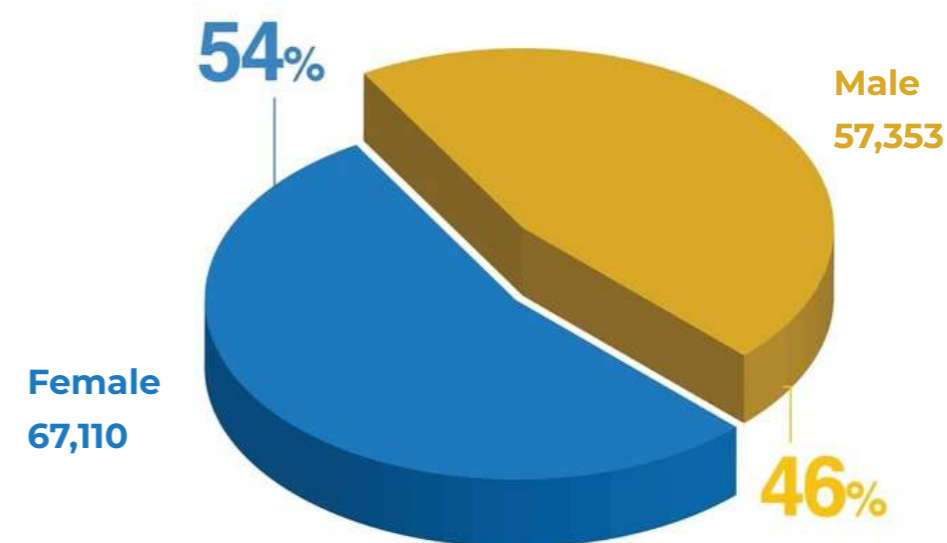
## Results Management, Learning and Communication

This approach was critical in driving public discourse on governance and accountability. This demystified complex issues like electoral reforms and gave ordinary citizens a platform to voice their concerns and aspirations. The media engagements revealed a strong appetite among citizens for transparent and inclusive governance systems. They also highlighted the power of tailored messaging, especially in local languages to build a deeper connection with communities. Through these efforts, UNNGOF was able to create a ripple effect of awareness, empowering citizens to demand reforms and strengthening the call for accountable leadership across Uganda.

### Work on electoral and constitutional reforms



2024 Gender Distribution



### Numbers That Tell Our Story

In 2024, our interventions reached an impressive 124,463 participants, with 57,353 men and 67,110 women actively engaging in transformative programs. It should be noted that 54% of the total reach were female and this demonstrated our deliberate efforts in empowering women to be agents of change.

## Below is a snapshot of some key projects and their impact:



**SCENE Project:** Our largest outreach, with 111,984 participants, including 51,316 men and 60,668 women, emphasized governance and accountability, empowering communities nationwide.

**EU-SGSA Initiative:** Reached 10,474 participants, with 5,612 women and 4,862 men engaging in critical discussions on social accountability and service delivery.

**Dutch Ministry-Funded Program:** Involved 950 individuals, with 587 men and 363 women, driving impactful advocacy for inclusive policy development.

**P4D Program:** Engaged 540 participants, with a near gender balance of 288 men and 252 women, promoting collaborative development efforts through local philanthropy.

**FORUS-SDG-VNR Initiative:** Guided 200 participants, with 120 men and 80 women, in shaping Uganda's Voluntary National Review for the Sustainable Development Goals.

**CtGA Campaign:** Mobilized 69 individuals, evenly split between 35 men and 34 women, to advocate for resource mobilization at the grassroots level.

**BUILD Grant:** Empowered 22 participants, nurturing leadership and collaboration, with 12 men and 10 women benefiting directly.



# SUCCESS

## Success Stories

### Story 1:

### Facilitating Self-Reliance Through Local Fundraising and Financial Literacy

In Arua District, Uganda, grandmothers caring for grandchildren orphaned by HIV/AIDS faced significant financial struggles, particularly in supporting education and managing daily expenses. Despite community resources, a lack of financial literacy and access to capital hindered their ability to achieve self-reliance. In response, Restitute Team Uganda (RETE-UG), in partnership with the UNNGOF, launched an initiative to provide financial literacy training and promote local fundraising. The program helped grandmothers and vulnerable groups learn savings strategies, group lending, and small business management. Now, a savings group of 20 members has enabled many grandmothers to start businesses and support their families. One grandmother shared that through the savings group, she can now send her grandchild to school, providing both financial stability and emotional support. The group is also in the process of registering their association to access loans and financial services.



## Story 2:

### Revitalizing The Batwa Community Through Local Philanthropy

Today, the Batwa community faces extreme poverty, social exclusion, and limited access to basic services such as education, healthcare, and economic opportunities.

Many Batwa families live on the fringes of society, struggling to meet their daily needs. For Batwa women and girls, the situation is even more challenging. Cultural norms often restrict their roles, and without income-generating skills or assets, they remain dependent on external aid. As a result, the community continues to face high levels of food insecurity, poor health outcomes, and limited educational opportunities for their children. To address the pressing needs of the Batwa community, Kigezi

Orphans and Vulnerable Children (KHADOLA), a local community-based organization, mobilized 23 members from the Murubindi Batwa Group, including three men, and launched a skills training initiative aimed at promoting economic resilience and self-reliance. KHADOLA identified the production of reusable sanitary pads as a viable income-generating activity, given the high demand for affordable menstrual hygiene products within the community. In February 2024, KHADOLA

began providing hands-on training sessions on how to make reusable sanitary pads using sewing machines. These sessions were conducted by experienced community volunteers who generously offered their time, skills, and expertise to uplift Batwa women and girls. The training covered the entire production process, from fabric selection, cutting, and sewing, to quality control and packaging. The initiative has transformed the lives of the Murubindi Batwa Group members and their families.

With their new skills, the group has made over 450 reusable sanitary pads, each sold at 3,000 UGX, generating an income for members. The increased production capacity has also created new opportunities. The Kalengyere Teenage Mothers' Group secured a tender to produce uniforms for the Mothers' Union, further boosting their income. The initiative has benefited 119 households, impacting approximately 476 individuals. Families now have a stable source of income, enabling them to purchase food, cover daily expenses, and sew school uniforms for their children. Beyond the economic benefits, the project has created a strong support system within the community, building solidarity and collaboration among members.







### Story 3: Renovation of Old Classroom Block at Nakisenyi Primary School

At Nakisenyi Primary School, the school leadership worked closely with the Topowa members, using the community scorecard process to uncover various service delivery concerns affecting the learners. As a result of these discussions, the head teacher wrote letters to the district leadership.

Old classroom block of Nakisenye Primary School, Lyama Town Council, Budaka District (Photo taken on 22nd May 2024)

The district responded by renovating a two-classroom block with an office, repairing classroom desks, and even beginning to fence the school premises. By October 2024, learners had started using the newly refurbished classrooms.

Initially, Mr. Kirya Felix William, the headteacher was skeptical of the Topowa engagements, seeing them as a form of undue scrutiny. However, as improvements took shape and the school's environment transformed, he began to see the value of the community's involvement. *“At first, I didn't like it at all,”* he shared. *“But I've taken their advice, and they're helping us improve service delivery at the school.”*





## Knowledge Sharing & Best Practices

As Uganda gets geared up for the 2026 elections, it is important to have research-based advocacy. This necessitated the development of knowledge products to guide the engagement strategy of CSOs in Uganda. As a result of the CSO strategy meeting, a CSO strategy paper was developed to serve as a north star for stakeholders, including CSOs and development partners, to inform and shape their decisions and actions in the lead-up to, during, and after the elections. The PDM position paper also provides a comprehensive examination of the fundamental questions raised by the PDM's journey, incorporating perspectives from scholars and civic society organisations, investigating both accomplishments and obstacles, drawing on a wide range of secondary data sources to create a holistic view.

These knowledge products will be very instrumental in guiding the course of action and engagement with the different stakeholders. The papers also lay out strategies that will be jointly employed by CSOs in Uganda to consolidate efforts and ensure a uniform voice by CSOs.

# Global Perspective with Local Impact

## Shifting The Power

The shifting power agenda is anchored on the premise that long-term social change and sustainable development depends on local ownership of change goals and aspirations. That development and change cannot be imposed from the outside and that indigenous knowledge and resources are vital assets in the development process. The international aid system is preoccupied with “quick solutions” despite existing knowledge that change takes time. It centres money as the main driver of change while dismissing non-financial assets such as social capital, local networks, local knowledge, and their contribution to local development. This context has also created artificial divides between communities, civil society, and international funders, and has fueled an aid system that does not deliver the desired change but defined by power. Against this background, UNNGOF in partnership with the Global Fund for Community Foundations (GFCF) organized a meeting on re-imagining aid and the role of International NGOs in Uganda.

The meeting brought together state and non-state actors from Africa and beyond to collectively reflect on and redefine the role of development practitioners within a system that values all forms of capital—both financial and non-financial. The goal was to promote collaboration between civil society organizations (CSOs) and international NGOs, building bridges for more inclusive development approaches. A key outcome was an increased awareness of the need to pursue a development agenda in partnership with communities to achieve sustainable change. Additionally, the government, represented by the Office of the Prime Minister, reassured participants of its support for localization efforts in Uganda. The meeting also highlighted a growing appreciation for the importance of investing in the legitimacy and credibility of local CSOs, elevating local resources, and viewing communities as active co-funders of their own social justice initiatives. In the context of shrinking civic space where governments are

increasingly frustrating the flow of international resources, accelerating community philanthropy has emerged as a critical strategy. UNNGOF will continue leveraging this platform and collaborating with actors that seek to advance a community-led agenda.





## The Localization Agenda

Globally, UNNGOF has strategically utilized media and conference platforms to spotlight the localization agenda, emphasizing its significance in reimagining development practices. These platforms have been instrumental in raising awareness about the status of localization, the actions already taken, and the perceptions and experiences of local actors, particularly regarding the current practices of donors. UNNGOF's acknowledgement of localization as an essential component of effective development has drawn attention to the gaps in traditional power dynamics and garnered interest from international writers, bloggers, and like-minded organizations. This momentum has created a global conversation that underscores the importance of shifting power and resources closer to the communities that drive and sustain development.

The growing interest from donors, such as USAID and the European Union, in localization conversations is a promising signal of the change needed. These actors are beginning to recognize the critical role that local actors play in promoting sustainable development and have shown a willingness to engage in dialogue to address structural barriers. Their participation marks a significant step toward inclusive development models that prioritize equity, respect, and local expertise. Civil society has an indispensable role to play in sustaining this momentum. Civil Society Organizations ought to invest in the localization agenda to amplify grassroots voices, ensure that local actors are key decision-makers, and advocate for systems that prioritize local ownership.

Beyond the development paradigm shift, localization is a movement toward justice, equity, and accountability that civil society must champion to ensure the transformative changes required for sustainable development.

# Outreach

## Outreach

### Global Solidarity and Partnership

Our Executive Director and Team Leader-Finance and Administration were appointed champion and Deputy Champion for Uganda under the International Financial Reporting for Non-Profit Organizations (IFRNPO) respectively. Similarly, UNNGOF's Executive Director was voted as Vice Chair, Forus International, a global network of civil society that gathers 68 National NGO Platforms and 7 Regional Coalitions representing over 22,000 organizations. Forus offers us a platform to engage and increase the visibility of our #ShiftThePower movement.



## UNNGOF at the 2024 Africa Philanthropy Network

The 2024 Africa Philanthropy Network (APN) Assembly took place from 4th – 8th November in Victoria Falls, Zimbabwe as a critical gathering, offering a safe space for delegates from across Africa and around the world to meet, exchange experiences, and collectively address the challenges faced by African communities. The Assembly's theme, "Collective Freedom from Collective Struggle," captured the essence of the gathering as it explored the intersectionality of issues affecting African communities. To promote agency within African communities, the Assembly facilitated a collaborative approach that moves beyond fragmented methods to tackle these challenges in a holistic and enduring way.

As part of the Assembly, UNNGOF, WACSI, and APN convened a community dialogue on the Role of Language in Knowledge Production and Community-led Development. This session underscored the critical role of language in community development and knowledge sharing, highlighting how language barriers can limit effective communication and hinder progress. Participants expressed the urgency to decolonize knowledge systems, emphasizing the value of indigenous languages and their wealth of traditional wisdom, often overlooked in favor of Western frameworks. Examples such as ecological taboos, communal granaries, and indigenous agricultural practices demonstrate sustainable and regenerative living rooted in local traditions. Participants emphasized the need to preserve and document this knowledge to bridge the generational gap, especially as much of it exists only in oral traditions. Efforts like intergenerational dialogues and youth-led documentation initiatives were suggested to ensure that indigenous wisdom remains accessible and relevant for future challenges.

Discussions also addressed the power dynamics of colonial languages dominating development spaces, sidelining local languages and their cultural insights. This imbalance often alienates communities and creates barriers to meaningful engagement. Simplifying development communication, using multilingual approaches, and promoting language justice were proposed as strategies to make development inclusive and context specific. Tools like AI-powered platforms to identify and replace problematic terms in development reports were presented as innovative solutions to decolonize language. Moving forward, integrating indigenous languages, promoting cultural diversity, and creating "think and do" spaces were highlighted as key steps to promoting equitable, sustainable, and culturally resonant development practices.



# Challenges

UNNGOF and the broader NGO sector in Uganda continue to face challenges that affect their ability to effectively contribute to national development and democratic governance.



o The NGO sector heavily relies on donor funding, which is often unpredictable and comes with strict compliance requirements. Declining international donor support has heightened financial vulnerabilities, making it difficult to sustain long-term programs. For UNNGOF, this means scaling back initiatives or delaying critical projects aimed at influencing policy or supporting member organizations. The need to diversify income sources and create sustainable financing models remains a pressing concern.

o Uganda's regulatory framework for NGOs is increasingly restrictive, with laws such as the NGO Act 2016 requiring NGOs to register annually and report all activities to the NGO Bureau. These regulations impose administrative burdens, limiting the ability of organizations to operate effectively. Furthermore, increased government scrutiny has created a climate of fear and uncertainty, with some NGOs facing threats of deregistration or closure. For UNNGOF, navigating these regulations while safeguarding its members' interests has required additional resources and strategic advocacy.

o Many member organizations of UNNGOF face capacity challenges, including limited technical skills, weak organizational structures, and inadequate resources for advocacy and service delivery. These gaps affect their ability to meaningfully participate in national dialogues, contribute to policy processes, or effectively implement programs. UNNGOF often steps in to provide capacity-building support, but the scale of these needs exceeds available resources.

o The NGO sector is vast and diverse, with varying mandates and priorities among organizations. This diversity often leads to duplication of efforts, weak coordination, and fragmented advocacy agendas. UNNGOF has faced challenges in aligning these organizations toward a cohesive vision and ensuring that the sector speaks with a unified voice on critical issues.

To address these issues, UNNGOF continues to advocate for an enabling environment for NGOs, provide capacity-building programs for its members, and explore innovative approaches to diversify funding sources while strengthening sector-wide collaboration.





# Lessons Learned in 2024

In 2024, the Uganda National NGO Forum (UNNGOF) engaged in various initiatives that provided valuable insights, shaping our strategies and reinforcing our commitment to strengthening civil society in Uganda.



- **The Importance of Regional Collaboration:** Participating in international observation missions, such as the E-Horn Election Learning and Exchange mission during Ghana's 2024 elections, underscored the value of cross-border learning. Observing Ghana's electoral processes highlighted best practices that can be adapted to enhance Uganda's electoral system, emphasizing the benefits of regional cooperation in promoting democratic governance.
- **Adapting to Emerging Challenges:** The dynamic socio-political landscape in Uganda has reinforced the need for NGOs to remain flexible and responsive. Challenges such as funding constraints and an evolving regulatory environment have highlighted the importance of diversifying funding sources and engaging in continuous dialogue with policymakers to advocate for an enabling operational environment.
- **Strengthening Internal Capacities:** Experiences from 2024 have shown that building the capacity of member organizations is crucial for sustained impact. Initiatives focusing on local fundraising, mobilizing support, and enhancing governance structures have empowered members to navigate challenges more effectively and contribute meaningfully to national development agendas.
- **Enhancing Stakeholder Engagement:** The success of various advocacy efforts has demonstrated that meaningful engagement with a broad spectrum of stakeholders; including government entities, international bodies, and local communities is essential. Collaborative approaches have proven effective in influencing policy and driving social change.

These lessons will inform UNNGOF's strategic direction, ensuring that we continue to adapt, collaborate, and strengthen our efforts to build a resilient and impactful civil society in Uganda.





# Opportunities for Growth

As UNNGOF approaches 2025, several strategic opportunities present themselves to further our mission of strengthening civil society in Uganda:

- **Enhancing Digital Capacity and Innovation**

The increasing importance of digital tools offers UNNGOF the chance to bolster the digital capabilities of member organizations. By implementing comprehensive digital literacy programs and promoting the adoption of ICT solutions, we can improve operational efficiency and broaden outreach efforts. Collaborations with organizations like the Women of Uganda Network (WOUGNET), which has experience in digital support initiatives, could provide valuable insights and resources.

- **Strengthening Partnerships and Collaborative Initiatives**

Forging strategic partnerships with governmental bodies, international agencies, and private sector entities will amplify UNNGOF's impact. Engaging in collaborative projects, will lead to more comprehensive and sustainable outcomes. For instance, aligning with known for multi-sectoral approaches to service delivery issues, could enhance our advocacy and programmatic efforts.

- **Expanding Resource Mobilization Efforts**

To ensure financial sustainability, UNNGOF will explore diverse funding avenues, including grants, partnerships, and community fundraising initiatives. Participating in grant opportunities will provide the necessary resources to support innovative projects to further our mission.

- **Advocating for a Conducive Regulatory Environment**

UNNGOF has a pivotal role in engaging with policymakers to promote a regulatory framework that supports NGO operations. By actively participating in policy dialogues and contributing to the development of national strategies, we can ensure that the interests of civil society are represented and protected. Our involvement in the formulation of Uganda's National Development Plan IV (NDPIV) exemplifies this commitment.

UNNGOF will continue to strengthen civil society in Uganda, ensuring that our initiatives are both impactful and sustainable.



## Looking Ahead: Vision for 2025

As we chart the path forward, 2025 promises to be a critical year for consolidating our achievements and laying the groundwork for future growth. A key priority will be the comprehensive evaluation of our current Strategic Plan (2021–2025). This reflective process will help us assess the impact of our work, identify lessons learned, and redesign a forward-looking strategy that aligns with emerging opportunities and challenges in our operating environment. Our commitment to civil society strengthening remains steadfast, with a focus on deepening impact in our programmatic areas of civil society empowerment, policy advocacy, governance, and civic engagement. We aim to enhance partnerships, amplify local voices, and promote inclusive practices that uphold the values of accountability, equity, and social justice.

In tandem, we are committed to enhancing the quality and management of our programs to ensure they are both impactful and responsive to the needs of our members and communities..

This includes expanding membership engagement by delivering tailored support, resources, and services to empower our members in achieving their missions. A critical aspect of this is intensifying the rollout of our digital Monitoring, Evaluation, and Learning (MEL) system, equipping both staff and partners with robust tools to track progress, measure impact, and build a culture of adaptive learning. We will also continue to prioritize resource mobilization and fundraising to sustainably grow our initiatives and fulfill our mission. Recognizing the responsibility of stewarding entrusted resources, we are dedicated to maintaining efficiency, transparency, and accountability in our operations, ensuring that every effort directly contributes to building a stronger, more resilient civil society.

# Our Partners

Our achievements in 2024 would not have been possible without the generous support of our partners, including the Royal Danish Embassy, the European Union, USAID, Forus International, Wilde Ganzen, Ford Foundation, and the Netherlands Embassy in Uganda and many others who have played a crucial role in advancing our mission.



# Finance & Administration

Uganda National NGO Forum  
(Company limited by guarantee and not having share capital)  
Annual Report and Financial Statements  
For the Year ended 31 December 2024

## 4.0 STATEMENT OF INCOME AND EXPENDITURE

	Notes	2024 UGX	2023 UGX
<b>INCOME</b>			
Balances brought forward		2,369,785,576	2,213,728,313
Restricted grants	9.1	13,351,478,613	8,250,910,217
Membership	9.2	38,248,000	37,446,530
Other income	9.3	79,703,728	75,107,018
<b>Total Income</b>		<b>15,839,215,917</b>	<b>10,577,192,078</b>
<b>EXPENDITURE</b>			
Civil Society Strengthening	9.4	2,208,307,564	1,237,428,728
Policy, Governance and Civic Engagement	9.5	5,224,836,509	3,883,229,272
Results Management, Learning and Communication	9.6	216,444,081	162,396,571
Finance and Administration	9.7	3,540,472,753	2,924,351,931
<b>Total Expenditure</b>		<b>11,190,060,907</b>	<b>8,207,406,502</b>
<b>SURPLUS FOR THE YEAR</b>		<b>4,649,155,010</b>	<b>2,369,785,576</b>

The notes on pages 18 to 21 form an integral part of these financial statements.

Report of the independent auditor on page 8 to 10.

Uganda National NGO Forum  
(Company limited by guarantee and not having share capital)  
Annual Report and Financial Statements  
For the Year ended 31 December 2024

## 5.0 STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2024

	Notes	2024 UGX	2023 UGX
<b>FUND BALANCES</b>			
Capital reserve		695,104,218	553,012,497
Restricted reserve		4,738,169,563	2,369,785,575
		<b>5,433,273,781</b>	<b>2,922,798,072</b>
<b>REPRESENTED BY</b>			
<b>NON-CURRENT ASSETS</b>			
Property and equipment	9.8	695,104,218	553,012,497
<b>Current assets</b>			
Receivables	9.9	15,812,440	189,116,224
Cash and cash equivalents	9.10	4,753,260,840	2,195,169,351
		<b>4,769,073,280</b>	<b>2,384,285,575</b>
<b>Current liabilities</b>			
Payables and accruals	9.11	30,903,717	14,500,000
<b>Net current assets/(liabilities)</b>		<b>4,738,169,563</b>	<b>2,369,785,575</b>
		<b>5,433,273,781</b>	<b>2,922,798,072</b>

The financial statements on pages 11 - 21 were approved by Board of Directors on 14/03/2025 and were signed on its behalf by:





Mr. Xavier Ejoyi  
Board Chairperson

Mr. Paul Mulindwa  
Board Treasurer

Dr. Moses Isooba  
Executive Director

The notes on pages 18 to 21 form an integral part of these financial statements.

Report of the independent auditor on page 8 to 10.

# Ways to Get Involved

## Become a Member

Joining as a member is a great way to become an active part of our community. As a member, you'll gain access to exclusive resources, participate in events, and have a voice in shaping the future of our initiatives. UNNGOF's members enjoy a number of benefits including sharing and networking and collectively taking action to influence governance and development processes that are relevant to them and their stakeholders.

## Donate

Your financial support helps us continue our vital work, from grassroots advocacy to large-scale programs. Donations can be made as a one-time contribution or on a recurring basis. Every donation, no matter the size, makes a difference. Your generosity enables us to reach more people, and create lasting impact in the communities we serve. Reach out us on [info@ngoforum.or.ug](mailto:info@ngoforum.or.ug)

## Subscribe to our Newsletter

Through regular updates, you'll receive insights into our work, the latest news, success stories, upcoming events, and opportunities to get involved. Our newsletter keeps you connected to our mission and provides you with the information needed to make informed decisions about how you can support our efforts. It's an easy way to stay up-to-date with our activities and be a part of the conversation driving impact.

## Follow us on our Socials

Follow us on social media to stay connected and be part of our growing online community. Social media platforms offer an easy way to amplify our message, raise awareness, and inspire others to take action. Your support in sharing our posts and engaging with our content helps extend our reach to a wider audience.

## Learn More About our Work

Learning more about our initiatives, impact, and strategies allows you to understand the broader context of the challenges we address and the solutions we propose. It's a great way to discover how our programs are making a difference and how you can contribute to our efforts. We encourage you to explore our case studies and success stories, position papers, latest news and much more, to better understand how we're creating meaningful, sustainable change in the communities we serve.



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