



DARING TO BEGIN

ANNUAL REPORT 2018





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Foreword

It's never easy to summarize 356 days into a few pages, but we hope this report gives you a snap shot of what we achieved in our first full year of operation as CivSource Africa.

I can remember the day the idea of CivSource was born. Like any new parent, we had hopes, dreams and anxieties for the new born. We were awed and overwhelmed by the responsibility on our hands – that of nurturing an organization that supports both philanthropy and civil society. The idea was novel, we were new at this and we felt like we were fumbling in the dark.

That was then.

Now that we've made a year, we can breathe a little. We know it is possible. We're still scared because of the enormity of our dream, but we are willing to dare. We are willing to walk this journey, with one foot in front of the other. There's no turning back!

We are proud of the work we did and the milestones we accomplished. We are honoured to do work we enjoy. We are inspired by the lives we touched in big and small ways and we are indebted to our partners for allowing us to journey with them as they created change in their different spaces.

Collaboration is a key part of success and hence we are grateful to all those who made it possible for us to do great work. We are honoured to have hosted angels at our office.

We consider each person who walks through our doors a very important person (VIP) and we endeavoured to treat them as such. We are thankful for all who walked with us, all that gave us advice, all who challenged us to be better and all who helped us aspire to grow and continuously improve.

As you read this report, we want you to see yourselves in our story. We are because you are. We couldn't have done any of this without you. Thank for you taking a chance on us. Thank you for believing in us. Thank you for helping us dare to begin.

Jacqueline Asiimwe
CEO, CivSource Africa

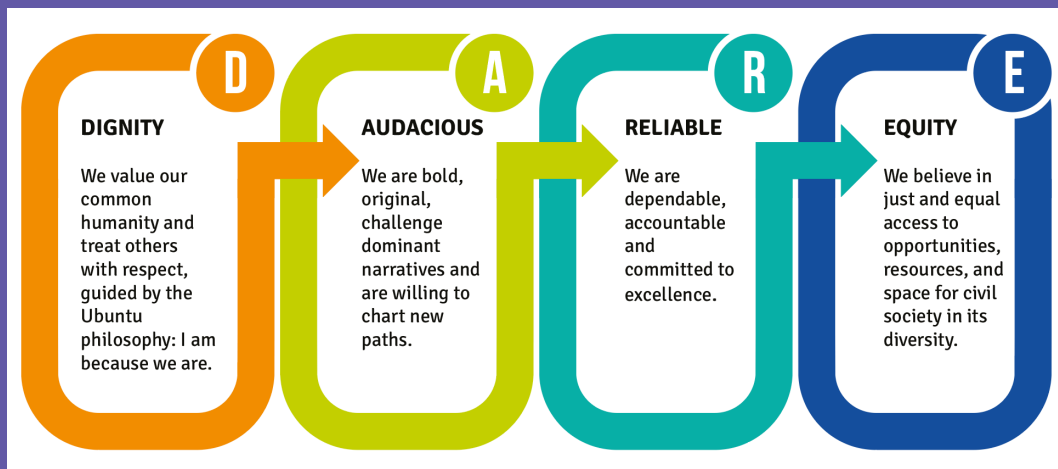
Introduction

This Annual Report presents highlights of CivSource Africa's activities and interventions for 2018, its maiden year of operation.

We are an independent advisory firm that is committed to nurturing a more sustainable, effective and connected civil society, that advances the dignity and voices of all people. Our work and relationships are grounded in our values, namely:

We achieve our mission through promoting reflective, responsive and accountable philanthropic practice. Our interventions span the areas of providing spaces for reflection, fostering collaboration, facilitating leadership coaching and support, grants management for civil society actions, and technical advice for resourcing models that place a premium on the dignity of both stewards and intended beneficiaries.

Our Core Values

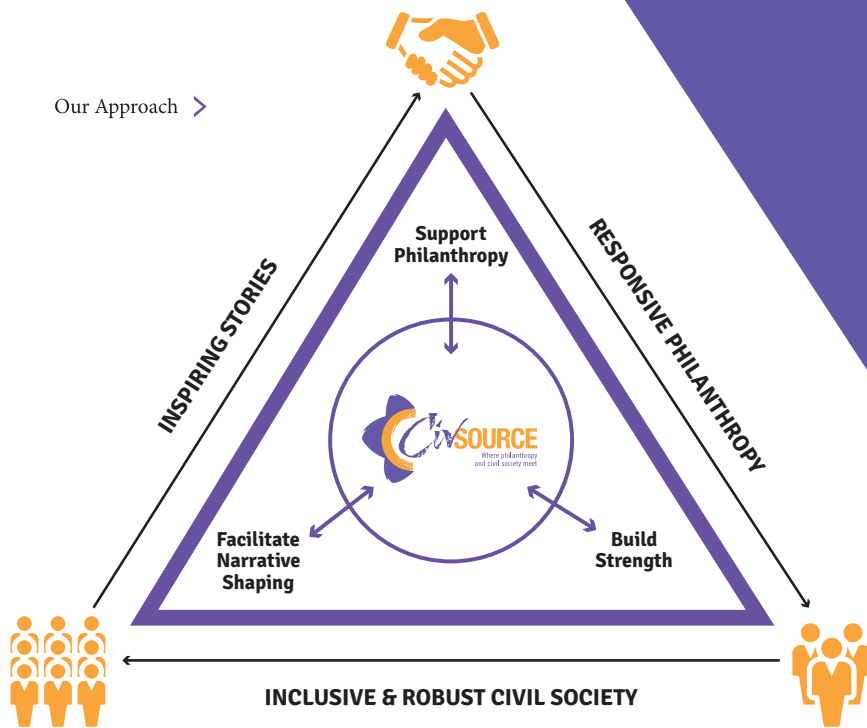


2018 Highlights

We kicked off the year by moving into new office space. We chose our current premises on the basis of our big, bold, audacious dream for a thriving continent with connected and effective civil society supported by responsive philanthropy. We took care to ensure that our space is one that engenders both comfort and out-of-the-box thinking not just for staff, but for everyone who walks through our doors.

After setting up our office space, our next big thing was developing our strategic plan. Our strategic plan, developed through a participatory process, states our mission, approaches, theory of change, capabilities and key outcomes and growth prospects.

Our long-term goal through these approaches is seeing a more sustainable, effective and connected civil society that advances the dignity and voices of all people.



Reflection Spaces:

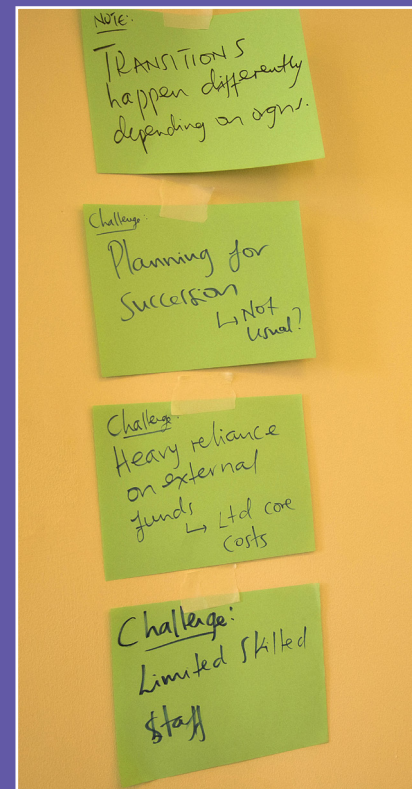
A key aspect of our work is facilitating and promoting connections and mutual learning. As part of learning, we conducted Context Conversations engaging CSOs, development partners and citizens. We held several convenings including:

1 The status of Gender equality and women's rights in Uganda:

We brought together key women's rights organizations to discuss Uganda's progress towards achieving the sustainable development goals, the state of organizing among young women, progress on securing women's land rights and addressing gender-based violence, women's participation in politics and decision making and the state of networking within and among women's rights organizations. The discussion enabled us to understand the successes attained and the challenges that still remain in realizing gender equality in Uganda. The key outcome of the conversation was a recommitment to networking vertically and horizontally and across genders, to achieve equality.

2 Effective NGO leadership and transition management.

We convened a session on transitions and succession planning in NGOs. The convening was premised on the challenges we've seen, working with partners over the years. We have witnessed transitions gone bad and how when not managed well, they affect the organization, the work and the sector. We have also witnessed a few transitions that have gone well and so we wanted to tease out what informs good transitions.



3 The conversation on transitions. This was attended by NGO senior executives, members of the Boards of governance and donors. The discussion started with reflections from a former Executive Director (ED), drew on the practical experiences of other EDs to better understand the challenges they face, and the support they need including transition management. This discussion informed our leadership support strategy that will focus on leadership coaching support to EDs, including transition management.



4 Strengthening the women's movement. This discussion was held during the National Women's Week, which is a bi-annual event hosted by Uganda Women's Network (UWONET). Development Partners including 2 ambassadors, CSO leaders and women who took part in the women's march participated in the conversation. The theme of this session was "Strengthening Movement Building in Uganda: Experiences & Reflections from Development partners and NGO leaders." The discussions centred on experiences, strategies and lessons learned in relation to the three key elements of social movements that is: Base building, Structure and Strategy, and will inform our 2019 interventions on women movement building.



5 Conversation of Sisterhood in the Uganda Feminist Movement

On 14th December, we were privileged to host the Uganda Feminist Movement Conversation on Sisterhood. The event, convened under the auspices of the Uganda Feminist Forum (UFF), was attended by about 50 women from across the feminist movement in Uganda. The discussion touched on the definition of sisterhood, the importance of sisterhood in the movement, strategies to ensure sisterhood thrives and

how to be accountable about promoting sisterhood. Ms Sarah Mukasa shared about the history of Uganda Feminist Forum and Prof Sylvia Tamale talked about the Charter of African Feminist Principles for African Feminists - a document that defines who an African Feminist is, what principles they abide by and the politics that drive the movement. The conversation served not only as a space for dialogue, but a platform for reconnection and celebration within the movement.

“Each time a woman stands up for herself, without knowing it possibly, without claiming it, she stands up for all women.”

Maya Angelou



Supporting greater harmony and collaborative thought among CSO leaders

We participated in the CSO leaders' strategy reflection and planning retreat where leaders reflected on the governance trends in the country, reviewed past and ongoing work from which they drew lessons for future programming. Some of the key areas identified as critical were the economy, civic organizing, constitutional reforms, and elections. We also took part in the CSOs meeting with the Minister of Internal Affairs where the implementation of

the NGO Act and regulations, civic organizing and accountability and the refugee crisis in the country were discussed.

We participated in the training workshop organised by Friedrich-Ebert-Stiftung to orient the then newly elected Local Council Executives from select districts in central and Bunyoro regions in matters of the law and good governance. The Uganda Law Reform Commission was represented at the workshop, and Justice Yorokamu Bamwine, the Principal Judge and Head of the High Court of Uganda gave a key note address.



Donor coordination and networking

In 2018, we participated actively in events and activities of existing networks to which we belong and forged new networks in the region and beyond!

We facilitated meetings of the Disability Donors Round Table that convenes funders for disability interventions in Uganda. We held 4 meetings in addition to participating in members' events and jointly coordinated events such as participation in Uganda's review by the Committee on the Rights of Persons with Disabilities in Geneva, where we jointly supported a delegation of 27 grantees to attend the review process. We also jointly supported a pre-summit national dialogue in Kampala ahead of the Global Disability Summit in London.

We hosted a two-day meeting of the East Africa Study Circle (EASC) that brings together donors operating within the region that support the LGBTIQ movement organizations. The meeting was important to the efforts of building a movement within the region that enables partners to identify trends and or common issues across the region so as to leverage each other's tools and capacities to address them. Issues such as restrictive legislations especially in Uganda and Tanzania, fragmentation and lack of coherence within the movement and the physical, digital and organizational safety and security of human rights defenders were discussed.

We became members of the East Africa Philanthropy Network and through this, participated in one of their

trainings for members on promoting transparency and accountability for organizations despite working in environments riddled with corruption.

We took part in the Africa Philanthropy Network convening in Mauritius, and in the 2018 Opportunity Collaboration (OC) in Cancun, Mexico. The OC is a global gathering that brings together people from the for-profit, donor and non-profit spaces.

Grantee support

We provided wide ranging forms of support to various CSO grantees that included reviewing proposals and project reports, conducting site visits to assess project implementation and provided accompaniment to some grantees when they interacted with their key stakeholders in Government. We attended key grantee convenings and held meetings at their offices to discuss wide ranging issues including regarding their governance and fundraising efforts. Here below is one grantee case example.



In an environment considered a repressed civic space, starting and running a civil society organization, much less a human rights organization, can be a daunting task. Keeping the organization vibrant, relevant and effected is an even a greater ask. Yet six years ago, we set out to start Chapter Four Uganda. It was a wild dream but one that we were convinced was necessary to provide a coordinated legal response to the rising cases of human rights violations especially for minority groups and civil society actors.

From the challenges of resource mobilization, maintaining a skilled and motivated human resource, and providing leadership, we had no idea what lay ahead. We were only lawyers after all. We knew one thing though – we had supportive partners

and a people in urgent need of our services. Their support kept the lights on and spirits up even in some of the most difficult times in our work.

When CivSource Africa opened its doors a little over a year ago, we found a partner with a rare insight, unflinching and unmatched dedication to providing thought leadership, knowledge management and donor advisory services. Chapter Four Uganda has been able to grow and attain the achievements it has in large part because of the support of CivSource Africa. Our organization’s footprint grows larger each year and we believe our systems and impact are more effective because of the hands-on support from CivSource Africa.”

**Nicholas Opiyo
Executive Director,
Chapter Four Uganda**

Wings to fly!

In July 2017, a baby was born. Like any newborn, a couple of names were suggested upon her arrival until she was finally christened, Femme Forte, French words for “strong woman.” She tried to crawl and learn the basics of walking and talking, on her own. But the more she tried, the clearer it became that she needed to find someone or something to hold her hand up and give that much-needed gentle push.

Her vision to realize a balanced society that provides equal opportunity for both men and women and desire to foster effective resilience to break barriers and reach new heights for young women in Uganda was but a dream until she encountered the kindness and generosity of Civsource Africa.

The initial stages of building any entity are usually filled with uncertainty, fear and lots of learning on the job. The mechanics of founding and funding are rife with legal and insider terminologies, the



establishment of the vision and getting buy-in from the team can be daunting and stretching; one needs an anchor to stay afloat and keep growing.

In January 2018, Femme Forte found a foster home and caring family in CivSource Africa. Foster home placements are usually temporary and absolutely critical for the wellbeing of children. Baby Femme Forte was for one year under the grooming, nurturing, mentorship, love, care, and security of CivSource Africa. What better way is there to pass on institutional support and values than to allow people in your space interact, share

meals and opportunities and remind them daily that they belong to a big family that won't let them fail?

To say that Femme Forte is honoured to have leaned on the shoulders of giants is an understatement. Every member of the team at CivSource Africa contributed immensely towards teaching, admonishing, giving direction and enabling this one-year old baby to take a bold step and start living life on her own with the assurance that she has a family that is watching over her and that will not let her fail.

Everybody wants to fly, but only a few get wings! CivSource Africa fostered and fledged this baby and her dreams; she's now graced with wings to fly! Thank you for your hospitality and generosity. We have been challenged to pass on the wings to other babies along our path.

Penelope Sanyu
CEO, Femme Forte

CELEBRATING 365 Days of Impact

Many of our partners, friends and well-wishers joined us in celebrating our first anniversary. We received amazing messages of support and encouragement. Here are a few of them.

“CivSource Africa, you are a home-grown Africa wide initiative that has created space for interface for constructive engagement to meet the ever-changing needs of the people we serve in the current development context. Congratulations and wish you the very best in the coming years!”

Rita Hope Aciro – Lakor,
Executive Director, UWONET

“The transformation going on at CivSource Africa in terms of thinking of different ways of resourcing civil society and convening actors to consider alternatives is a shining light at a time of difficulty for civil society. CivSource Africa, as you set sight to the future, rise up to challenge traditional donors to adapt to a more African-led philanthropic tradition which is flexible, adaptive and less bureaucratized; and help Africans use their rich history of giving to support greater struggles for social justice,”

**Arthur Larok, Federation
Development Director, ActionAid
International.**

“The challenges afflicting civil society in Uganda and Africa today are enormous and CivSource, an organization promoting effective philanthropy and civic engagement, could not have been born at a better time! Congratulations on your anniversary,”

**Sarah Bireete Center for
Constitutional Governance.**

“I can boldly and courageously tell the world that CivSource Africa has a soul. Without noise or hassle, you have stepped out of your comfort zone and created a creative, borderless, agile, flexible, fluid, vibrant and young organization not only for inspiring the people you work with but civil society in general. Happy birthday, CivSource Africa!”

Hope Chigudu

“Many congratulations to CivSource Africa on your first year of catalysing vibrant leadership for civil society in East Africa and beyond! May your second year of operation bring enhanced and safe space for diverse and independent activism and compelling stories of advocacy,”

Maria Burnett, Human Rights Watch

“When I think of CivSource – the idea, the spirit and the physical organization – I think of a being, a space of healing and wellness to civil society and to the nation! May you continue to grow unbound and unfettered,”

Ugandan citizen.

“Your appearing on the scene has been a breathe of fresh air: Instantly transforming the landscape of local philanthropy, challenging civil society leaders to think out of the box and to dream bigger. We are thinking

better and greater because you are here. Congratulations CivSource Africa for making 365 days old!”

Godber Tumushabe, GLISS.

“At one year, you have provided space and guidance for civil society in Uganda, in our diversity and oneness. You are laying a foundation on which millions of Africans will stand to advance their interests. Happy 1st anniversary!”

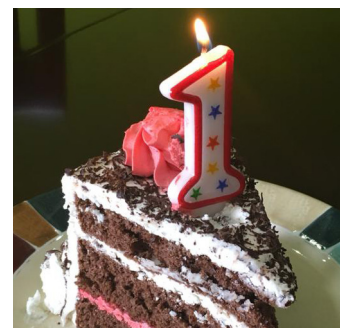
Winnie Ngabirwe, Global Rights Alert

“We have been able to scale the heights that we have, in part, because of partners like you, CivSource, on whose shoulders we stand and continue to perch. As you celebrate your first anniversary, we congratulate you and wish you a bright future,”

Joy Asasira, CEHURD.

“Very many important steps have been made since you started one year ago. I am particularly proud that you have assembled a team of very competent people with integrity and ability to focus on what needs to be done to help Africa move to the desired direction. Congratulations!”

Francis Gimara.



Building capacity of our team

In July, we had a training on “Shaping Narratives and Narrative Alignment.” The major thrust of the training was to understand and be able to tell our story as a company as a way to keep us focused on our mission (our key why). We also talked about documenting and memorializing our story. On Day two of the training, we talked about the stories of change that we can point to as a result of our work and how these stories become our wall of inspiration because they help us visualize the people or organizations we are supporting as they walk their way to change and transformation. We all came away from the training energized again about the power of narrative.



This was followed in August, by another training based on the Clifton StrengthsFinder. It is a tool that helps one discover and work from their strengths. There were many ahaa moments as each one of us discovered their strengths as well as those of teammates. We told stories from our childhood, based on our strengths and in this way, we came away with a better sense of who we are as individuals and as a team.



Staff Retreat

In December, we had our End of Year Staff Retreat. It was aimed at creating stronger bonds among staff, self-awareness and building one another's strengths and making the work place a desirable place. We reflected on our performance for 2018 to inform work plans for 2019. Staff also had time for individual reflections on their work and passions. At the end of the 3-day retreat, we had a clearer direction regarding 2019 as an organization and as individuals.



Impacting lives, transforming organizations

Our senior managers share case stories relating to how we manage programs and the impact such has created in a unique way.



One of our disability partners was able to establish new collaborations and strategic partnerships which increased the impact of their work. They attribute this to the nature of flexible funding that one of our clients provide, which enabled them utilize a part of the funds to enter into a match grant challenge. They won the challenge and used the money so effectively that the funder was impressed and gave them a bigger grant. Our clients explicitly encourage innovation and calculated risk taking. Flexible funding, unlike project-based funding, allows organizations to explore and tap into emerging opportunities, which in turn enhances growth and responsive programming,”

Cathy Mugabo; Associate, CivAdvisory



“After the election violence in Arua, we recognised that early warning systems only focused on the cultural and religious leaders and the senior people in the country but not women and young people who equally have an important role to play in the process. We facilitated a conversation with Women Democracy Network (WDN) and Innovations for Democratic Engagement and Action (IDEA), two organizations that have interest in supporting free and fair elections, and it is from this conversation that the Citizens Action for Violence Free Elections (CAVFE) concept was born. CAVFE will undertake a study to identify early warning systems for women and young people and how they can be champions of free and fair elections. There is great interest in the project ahead of 2021 national elections,”

Ashanut Okille, Senior Associate.



Besides the main CSOs resourcing mechanisms that exist, we have got flexible contingency funds that support small but very impactful initiatives or activities. Some of this money has been directed towards supporting agencies providing pro bono services for example in terms of covering their transport costs or paying rent and utilities. We have also made contributions to initiatives facilitating community meetings aimed at settling land disputes. The funding is kind of Ad hoc, serving a need at the right time, to people who otherwise would not be able to get such services. When such services are provided to the ordinary persons in the communities, it makes a big difference. That’s what serving humanity means.”

Geoffrey Bobby Olwol, Finance & Administration Manager.

FROM THE HORSE'S MOUTH-

Experiences of Associate Support Team



BRIAN MUTEBI;
Associate Support, Communications

“I have worked in a couple of places in my career, but CivSource Africa is the best place I have worked. The environment and nature of work is fantastic and the mission for the firm is noble. I believed in the cause and mission and worked to contribute to realizing the firm’s goal and objectives. Yet it has not only been an amazing experience for me individually, but my family. My wife has always told me that ‘Every day you leave home for work, I pray to God to grant you wisdom to execute your duties well.’ She is delighted that I work with a great organization.”



IVAN MUGUYA;
Associate Support, IT

It has been such a fruitful year for me. I joined CivSource in February and met an energized team. The staff interaction and the warm reception that I received gave me a soft landing at the organization. This created an enabling environment for me to thrive and provide my services.”



SAM KIRABO;
Associate Support, Executive Office

There are so many amazing things at CivSource Africa. The work space is full of life and if you want thinking space, it's the right place to be. The place is designed with people in mind, right from the gate, office to the meeting rooms. The people are so loving, hospitable and welcoming. CivSource is not just a place to go to work and go home; it offers an experience."



JOB KIIJA;
Associate Support, Research and Strategy

"The team at CivSource is warm, welcoming and friendly; you want to be part of this great family! The ambience at the office premises provides a lovely atmosphere for work. The absence of typical organizational bureaucracies and protocols inspires innovation and creativity for organizational and personal growth. I have had the opportunity to contribute to the development of key strategic documents for the organization including designing and generating a periodic context tracker for the organization which is a resource for staff and partners on the priority sectors in the country."

From the departments



Programs support

We developed a wide range of impact activities that included the Context Conversations and Trackers. We developed and piloted a grantee visit template and visited over 80% of grantees in addition to participating in various CSOs events such as the National Women's Week. A draft strategy for CivFund and leadership coaching were prepared and we are looking forward to their roll out in 2019.



Finance and Administration

We developed our Human Resource (HR) and Finance policies. We ensured adherence to tax and other statutory obligations and we enjoyed a cordial relationship with all our service providers. Our pledge is to continue to ensure high standards of transparency, accountability and stewardship for the resources we've been entrusted with.



The IT department

We installed a secure IT support system in addition to physical security enhancements that are continuously under review. Staff received technical support for their IT-related challenges and we continue to encourage the highest standard of IT knowledge and adaptability.

Remembering — ROSE —

On 13th November 2018, we held a memorial service for our colleague Ms Rose Kusingura. Rose unfortunately passed away just as CivSource was starting. Rose will always be remembered for her smile, her compassion and her passion for social justice. Rose was a ‘worker bee,’ she worked long, she worked hard and she gave over and above what was required of her.

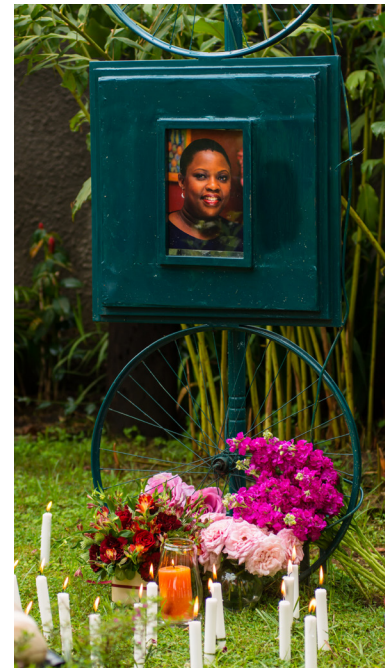
Her memorial service was graced by her family, friends, colleagues in the human rights fraternity and colleagues from Wellspring Philanthropic Fund – including the President of the Foundation.



He said this of Rose:

“Rose lived her life in obedience to the divine commandment to pursue justice. She devoted her career to a vision of a just society, based on respect for the dignity and worth of every human being. Rose’s vision of justice was tempered with mercy and leavened with compassion, especially for those who lack power or are relegated to live at society’s margins: Women, children, the poor, the disabled, the persecuted and the despised. These are the people whose interests she sought to advance.”

Rose will forever remain a key part of CivSource and we are committed to keeping her memory and legacy alive through the work that we do.



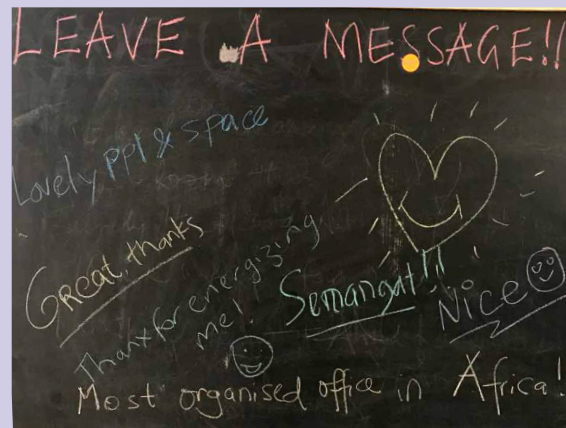
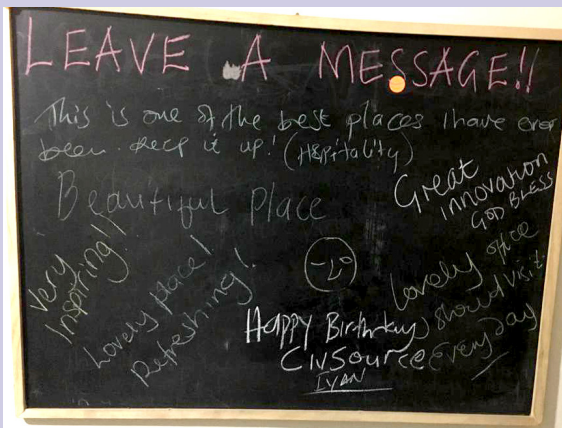
Hospitality the CivSource Way



Sandra Birungi
Administrative Assistant

“My office is the mirror of the company so I work to ensure that our visitors get the right impression of who we are at CivSource. I endeavour to give our visitors great care and hospitality all the time. One time, we hosted a group of persons from one of our partner organizations. They were so moved by the ambiance of our office premises. They said they want to make their offices like ours and asked to bring some of their staff members to experience what we put in

place. The following day, the team came and I took them around. It was an amazing experience: It was a lasting experience for our visitors. I was also happy that they appreciated my services.”



What to expect in 2019

We anticipate greater program activity in 2019. We will build on the achievements of 2018 to scale our work towards realizing responsive forms of philanthropy for resourcing African civil society.

We will thus:

- Deepen CivAdvisory by establishing a system for regular grantee visits and tracking progress.
- Establish CivFund with clear legal and administrative procedures and an appropriate funding model and strategy
- Consolidate systems and structures for management and accountability including establishing requisite advisory committees and recruitment of staff.
- Expand networks and increase client base through various client sourcing activities.

- Implement CivLearn by identifying partners and designing the leadership coaching and support program, including developing a robust research agenda

Broadly, in 2019, we will focus on 3 Cs:

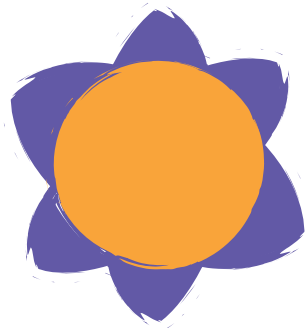
Collaboration – because we know it takes concerted effort of many players across many divides to make impact, we will enhance existing partnerships and forge new ones.

Commitment – because we are committed to contributing to and

supporting inspired, inclusive and robust civil society organizations and actors, and committed to our vision and Core Values.

Curiosity – because curiosity is a key ingredient of learning so we will ask the right questions, endeavour to learn from people who are not always listened to, and explore new ways of doing things.





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