



Working Group Uganda

COMMUNIQUÉ Of Charter for Change (C4C) Uganda National Convening on Localization.

15-17 December, 2025

Preamble

From **15–17 December 2025**, the Charter for Change (C4C) Working Group Uganda convened three national events in Kampala:

- the **Women in Humanitarian–Development–Peace (HDP) Nexus Leadership Summit**
- the **Annual High-Level Dialogue on Localization in Uganda**
- the **Annual Reflection Meeting and Leadership Transition**

The convenings brought together representatives from government institutions, international NGOs, national and local civil society organizations, women-led and refugee-led organizations, United Nations agencies, development partners, academia, the private sector, and the media to reflect on progress and strengthen collaboration in advancing locally led humanitarian action in Uganda.

The events were held within the broader global reform agenda aimed at strengthening localization and equitable partnerships, including commitments under the Charter for Change and the Grand Bargain.

The discussions took place at a time when Uganda continues to host over 1.9 million refugees, while also addressing climate-related disasters, gender-based violence, youth unemployment, and other humanitarian pressures. These realities highlight the need for coordinated responses grounded in national leadership, strong local institutions, and equitable partnerships.

Political Signal

The convening reaffirmed Uganda's growing role as a leading context in advancing the localization agenda within the global humanitarian system. It underscored the importance of translating global commitments into measurable national action that

strengthens the leadership, visibility, and institutional sustainability of local and national actors. The discussions further highlighted the urgency of aligning humanitarian financing, partnership frameworks, and policy reforms with the principles of **locally led humanitarian action and equitable partnerships**.

1. Advancing Localization and Accountability

The High-Level Dialogue reviewed progress made in implementing the eight Charter for Change commitments, with tracking conducted across all commitments to assess progress, strengthen accountability, and identify areas requiring further action in advancing the localization agenda.

Findings presented during the dialogue indicated that among reporting organizations an **average of 41% of humanitarian funding had been transferred directly to local actors**, between 2022 to 2025 surpassing the minimum global commitment. However, reporting coverage remains limited, underscoring the need to strengthen **national reporting systems and accountability mechanisms** to enable comprehensive tracking of localization commitments.

Discussions also highlighted that advancing localization requires **institutional transformation** across the humanitarian system. This includes reforms in financing structures, partnership frameworks, transparency in reporting, and decision-making processes. Local and national actors must increasingly be recognized not only as implementers but as strategic leaders and partners shaping humanitarian responses.

2. Visibility and Mapping of Local Actors

A key milestone presented during the dialogue was the national mapping of local and national humanitarian actors, which identified **over 587 organizations across Uganda**, including **120 women-led organizations** that are now searchable, findable, and fundable through the localization platform.

This initiative represents an important step toward strengthening the visibility, recognition, and funding opportunities available to local actors within Uganda's humanitarian and development landscape.

The mapping exercise also provides an important accountability and coordination tool that can facilitate stronger partnerships between local organizations, donors, and international actors.

3. Strengthening Women's Leadership in the HDP Nexus

The Women in Humanitarian–Development–Peace Leadership Summit reaffirmed the central role of women-led organizations in shaping humanitarian, development, and peacebuilding responses across Uganda.

Across many regions of the country, women leaders are actively driving initiatives in peacebuilding, crisis response, gender-based violence prevention, community recovery, and social cohesion.

Despite these contributions, women-led organizations continue to face structural barriers including limited access to direct and flexible funding, fragile governance systems, and limited representation in policy and decision-making spaces.

The Summit emphasized the importance of shifting the narrative from women as beneficiaries of humanitarian action to women as institutional leaders and architects of sustainable change.

4. Partnership and Financing for Localization

Progress has been made in strengthening partnerships between international and national actors. However, several structural challenges continue to affect localization efforts.

These include short-term project-based funding cycles, fragmented compliance requirements, unequal risk-sharing arrangements, and limited direct funding opportunities for local actors.

Addressing these challenges will require more predictable, flexible, and multi-year financing mechanisms that enable local organizations to strengthen institutional sustainability rather than relying solely on short-term project funding.

Stronger partnership models that emphasize shared decision-making, transparency, and mutual accountability were highlighted as essential for advancing the localization agenda.

5. Key Outcomes and Achievements

The 2025 convenings highlighted several important achievements in advancing localization in Uganda.

These include:

- strengthened national dialogue, coordination, and collaboration between signatories, national actors, and international partners in advancing localization and partnership equity
- completion of the national mapping of local and national humanitarian actors, which has strengthened the visibility, recognition, and participation of local actors in national and international policy spaces
- strengthened platforms supporting women's leadership, including increased recognition of women-led, refugee-led, and community-based organizations as key actors within Uganda's humanitarian response architecture

- increased engagement with government institutions to align localization efforts with national policy frameworks and strengthen collaboration on localization policy development
- review and amendment of the Terms of Reference (TOR) to support the smooth transition of the coordination role within the Charter for Change leadership structure
- generation of evidence and knowledge to strengthen localization practice, including the assessment of the impact of the USAID Stop-Work Order on local actors and the identification of capacity needs to inform targeted institutional strengthening and partnership approaches
- increased localization awareness and engagement among humanitarian actors through sensitization of INGO partnership staff and the organization of a localization exhibition promoting equitable partnerships
- exploration of sustainable financing pathways through the design of a resource mobilization landscape aimed at sustaining localization initiatives and diversifying funding opportunities for local actors
- strengthened Uganda's position as an active national context advancing the global localization agenda through the Charter for Change and Grand Bargain commitments, contributing national learning and experience to international policy dialogue.

Growth in the Charter for Change network in Uganda was also noted, with **endorser membership increasing from 219 in 2023 to 359 in 2025**, demonstrating growing national momentum around the localization agenda.

6. Commitments

Participants reaffirmed their collective commitment to advancing localization in Uganda and agreed to:

1. Strengthen accountability mechanisms for tracking implementation of the eight Charter for Change commitments.
2. Promote equitable partnerships between international and national actors.
3. Increase direct and flexible funding to local and national organizations, including women-led and refugee-led organizations.
4. Strengthen institutional capacity of local actors, including governance, financial management, and accountability systems.
5. Amplify the visibility and leadership of local actors within national, regional, and global humanitarian platforms.
6. Strengthen coordination between government institutions, donors, international organizations, and national platforms advancing localization.

7. Priority Actions for 2026

Looking ahead, several strategic priorities were identified to advance localization efforts in Uganda.

These include:

- advocating for the **approval and implementation of Uganda's National Localization Strategy**
- strengthening partnerships and mobilizing sustainable financing for local actors
- expanding the mapping and visibility of local organizations across the country
- strengthening regional humanitarian coordination platforms
- enhancing policy dialogue with government, donors, and humanitarian actors
- supporting peer learning and institutional strengthening among local organizations.

8. Leadership Transition

Participants commended the **transparent and inclusive electoral process** conducted during the Annual Reflection Meeting, which resulted in the election of the new Charter for Change Uganda leadership for the **2026–2027 tenure**.

Congratulations were extended to:

- **Ms. Emily Drijaru – Chairperson Elect**
- **Mr. Moses Otim – Vice Chairperson Elect**

Confidence was expressed in the incoming leadership to continue strengthening the Charter for Change platform and advancing the localization agenda in Uganda.

9. Conclusion

Localization remains central to building a **more effective, equitable, and sustainable humanitarian system**.

Advancing this agenda will require continued collaboration among government institutions, local and national organizations, international partners, donors, and other stakeholders.

The Charter for Change Working Group Uganda will continue to serve as a national platform for advocacy, accountability, and collaboration, ensuring that power, resources, and decision-making increasingly shift to local and national actors and that humanitarian responses remain grounded in the knowledge, leadership, and resilience of communities.

Call to Action

The convening concluded with a call for strengthened collaboration and sustained commitment from all actors engaged in humanitarian and development efforts in Uganda.

Participants called upon government institutions, international organizations, development partners, and donors to continue supporting policies and frameworks that enable locally led humanitarian action and equitable partnerships with national actors.

International NGOs and humanitarian agencies are encouraged to accelerate implementation of the Charter for Change commitments, including increasing direct funding to local and national organizations, strengthening transparent reporting mechanisms, and promoting shared decision-making in program design and implementation.

Development partners and donors are urged to expand predictable, flexible, and multi-year funding mechanisms that strengthen the institutional sustainability of local actors, particularly women-led and refugee-led organizations, enabling them to lead responses within their communities.

Local and national organizations are encouraged to continue strengthening governance, accountability, and institutional systems to enhance credibility, transparency, and effectiveness in delivering humanitarian and development programs.

Government institutions are encouraged to advance the approval and operationalization of the National Localization Strategy, ensuring alignment between national policy frameworks and global commitments to locally led action.

Finally, all stakeholders are encouraged to strengthen coordination, trust-building, and collaboration across the humanitarian, development, and peace nexus, recognizing that sustainable impact requires collective action and shared responsibility.

Adopted in Kampala, Uganda

17 December, 2025

Issued by: **Charter for Change (C4C) Working Group Uganda**

On behalf of the stakeholders participating in the **Women in Humanitarian–Development–Peace (HDP) Nexus Leadership Summit, Annual High-Level Localization Dialogue, and Annual Reflection Meeting 2025**

With Gratitude,



Ms. Joyce Julian Acoko
Chairperson, C4C Working Group Uganda