

Tracking Progress on the Charter for Change Commitments in Uganda 2025 Report

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Conducted By: Charter for Change (C4C) Working Group Uganda

**A National Assessment of Progress in Advancing
Localization Commitments**

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Contents

1	Executive summary.....	3
2	INTRODUCTION.....	5
2.1	About Charter for Change.....	5
2.3	The Purpose of the Assignment.....	5
2.4	Objectives of the Assignment.....	6
3	METHODOLOGY	6
4	KEY FINDING.....	6
4.1	Synopsis	6
4.2	Response Rate.....	6
4.3	Findings under each Commitment by Signatories, Allies & Endorsers.	6
4.3.1	Point 1. Increase direct funding to national and local NGOs for humanitarian action	6
4.3.2	Point 2. Reaffirm the Principles of Partnership.....	9
4.3.3	Point 3. Increase transparency around resource transfers to national and local NGOs	11
4.3.4	Point 4. Stop undermining local capacity	11
4.3.5	Point 5. Emphasize the importance of national actors:	12
4.3.6	Point 6. Address subcontracting.....	13
4.3.7	Point 7. Robust organizational support and capacity strengthening	13
4.3.8	Point 8. Communication to the media and the public about partners:	15
4.4	Charter of accountability.....	16
4.5	Summary of Key Findings	18
4.5.1	C4C Achievements.....	18
4.5.2	Gaps, Barriers & Challenges to localization.....	19
4.6	Good practices.....	19
4.7	CONCLUSION & RECOMMENDATIONS	20
4.8	Conclusion.....	20
4.9	Recommendations	21
5	ANNEXES.....	22
5.1	Plan International	22
5.2	DCA.....	25
5.3	CRS	27
5.4	CAFOD.....	28
5.5	Documented Evidence of C8 Fulfillment	41
5.6	Key Informant Interview Respondents	41
5.7	Introductory Letter.....	43

List of acronyms

C4C – Charter for Change

CSO – Civil society organization

DCA – Dan Church Aid

FCA – Finn Church Aid

INGOs – Inter National Non- Government Organizations

NGO – Non- Government organization

LA – Local Actors

MOFA – Ministry of Foreign Affairs

OPM – Office of the prime minister

PIU – Plan international Uganda

RLOs – Refugee Led Organizations

UNHCR – Unite Nations High commission for Refugees

WHS - World Humanitarian Summit

Executive summary

The consultant was engaged to “Track and Document the Attainment of Charter for Change 8-Commitments by Signatories and Supporters.” The exercise was considered as a crucial step in achieving localization agenda in Uganda. This assessment was under the Outcome Area: 02 of C4C-Working Group Uganda Roadmap 2025 (Advocacy, Research and Documentation) of the C4C. Objective: 2.1: Fast-track and document the attainment of the 8 commitments of the charter for accountability signed by 18 signatories and supporters. The overall objective was to fast track and document the attainment of C4C Commitments by Signatories, Supporters, and Endorsers – Charter for Accountability

According to the methodology data was collected through document review and Key Informant Interview. The signatories and allies were requested to provide documented evidence of fulfillment of the commitment to C4C by filling a checklist. The finding shows low response; Signatory 6/18(33%); Allies: (3/5)-60% while the Key Informant Interview response; INGOs (4/9)- 44%; Local Actors: (15/30)-50%. This exhibited a low commitment to the C4C commitments.

In tracking the attainments of C4C 8 commitments by signatories, allies and endorser, findings from evidence provided by 22% of the signatories reveal that direct funding to national and local NGOs is at an average **of 41%**. The 16% increase from target of 25% demonstrates an intentional decision by most signatories to shift their systems and work directly with local actors. We believe that the 41% is not a good representation for all signatories based on response rate of 22%. It should be noted that, we could not verify percentage of direct funding to LA submitted by CARE at 66% and Street child at 75%. In the meantime, allies namely Plan International and Woord En Daad average was at 83% - still based on project-based

budgets not institutional. Even with this project analysis, there is a better demonstration from the allies than most signatories based on their policies, systems and practices.

On the principles of partnerships, evidence showed that majority of INGOS have in place policy frameworks and mechanism to ensure fair and balanced partnership. Some organization conducts annual partnership satisfaction surveys to find out the gaps and success in order to inform the next course of action. However, about 50% of the local actors reported that partnership terms and conditions were set by INGOS and local actors had a duty to comply. However, the other half reported balanced partnership where there was joint planning, decision and action.

55% INGOS that responded were able to disclose details of funds received and proportion transferred to LA over the years 2021-2025. This is a testament of transparency around resource transfers to national and local NGOs

Signatories have continued to amplify the importance of national actors. They have identified them as youth / women led organizations, Refugee led organizations, build their capacity; Links LA to donors directly; Co-publish reports with LC (Joint Logos); Joint Proposal Writing; Consortium formation and Joint celebration of success.

According to the feedback from local actors, all signatories who participated in this assessment, have intentionally invested in strengthening the capacity of local actors. Among the notable ones is Oxfam, CRS, DCA, CARE, Woord en Daad and PIU which has done a tremendous work on developing the capacity of local actors. They have picked many organizations from foundations, CBO to being registered as national NGOs. The capacity development initiatives include organizational formation and strategic alignment, strategic planning, Policy & system development, support supervision, and monitoring

All signatories recognize the efforts of local and national actors in their communication to the media but the magnitude differs. For example, FCA's communication materials regularly highlight the achievements and visibility of its local partners.

However, on stop undermining local capacity, only one (CAFOD) had clear anti-poaching clause. The rest have open fair recruitment policies that may put local actors with low staff remuneration capacity at a risk of losing key staff. 50% local actors have ever experienced poaching in the last two years. Their staff moved to the INGOS due to better pay and job longevity which is provided by INGO

Well as 359 Uganda local actors signed the charter for accountability, a few understand it and know what they signed for. Local actors are at different level in capacity and they have to be supported through trainings, coaching and mentorship by signatories such that they can earn the trust, be accountable and transparent. there are no clear accountability mechanisms in place where C4C leaders hold signatories accountable because the signatories are uncertain regarding funding

Some the barriers in attainment of C4C commitments include, trust for both INGOS and LAs, reported exploitation by some INGOS to LAs, rigid funding contracts, limited funding for both signatories and LAs and limited visibility where LAs are not recognized by signatories.

We recommend improved funding mechanisms such as multiyear, flexible and direct finding, equitable and meaningful partnerships, capacity enhancement has to continue, standardization of due diligence and reporting frameworks by INGOS / signatories and trust building by both parties.

INTRODUCTION

About Charter for Change

The Charter for Change(C4C) initiative, led by National and International NGOs, aims to practically implement changes to how the Humanitarian System operates to enable a more locally led response. The C4C was initially presented at the World Humanitarian Summit's (WHS) Global Consultation in Geneva in October 2015, and officially launched at the WHS in Istanbul in May 2016. The majority of signatories to the Charter were obtained by October 2015, and most started to work on organizational change initiatives post-May 2016. With the continued success of the C4C initiative as a peer support and influencing network, additional signatories and endorsers have been on boarded since May 2016 and are now participants. The undersigned International NGOs committed themselves to deliver the changes (8 points) identified in the Charter for Change within their organization's ways of working so that southern-based national actors play an increased and more prominent role in humanitarian response. Southern-based NGOs working in partnership with international NGOs endorsed and supported the Charter for Change. They committed to holding the international NGO partners who signed the Charter to account and asking those who are not signatories to this Charter to work towards signing up. <https://charter4change.org>

About charter for change working group Uganda

The Uganda Charter for Change Working Group provides a platform that brings together C4C endorsers, signatories and allies with the aim of promoting, advocating, and practically implementing the localization agenda. The Group identifies and implements ways of shifting power to local and national actors in humanitarian and development sectors, in alignment with the 8 Points of the Charter for Change. Signatories are expected to deliver and report on their commitments, and endorsers work to hold signatories to account while also signing and adhering to the Charter of Accountability. Together, signatories, endorsers, and allies engage in joint advocacy, continuous learning, and sharing of best practices to effectively advance localization in Uganda.

The Purpose of the Assignment

The consultant was engaged to "Track and Document the Attainment of Charter for Change 8-Commitments by Signatories and Supporters." The exercise was considered as a crucial step in achieving localization agenda in Uganda. This assessment was under the Outcome Area: 02 of C4C-Working group Uganda Roadmap 2025 (Advocacy, Research and Documentation) of the C4C. Objective: 2.1: Fast-track and document the attainment of the 8 commitments of the charter for accountability signed by 18 signatories and supporters. The research method was based on document review and key informants' interview of signatories (INGOs and respective local actors).

General Objective:

The overall objective is to fast track and document the attainment of C4C Commitments by Signatories, Supporters, and Endorsers – Charter for Accountability

Specific objectives

- a) Track and document progress made by C4C signatories, supporters, and endorsers in meeting their commitments.
- b) Compile and share success stories and learning briefs that highlight best practices, challenges, key milestones achieved and recommendations.

- c) Compile and ensure alignment of the C4C Charter for Accountability to support evidence-based advocacy, organizational learning, and donor engagement.

Objectives of the Assignment

METHODOLOGY

The research method was based document review and key informants' interview of signatories (INGOs and respective local actors. over 40 different files from different organization were reviewed.

KEY FINDING.

Synopsis

The consultant was engaged to "Track and Document the Attainment of Charter for Change 8-Commitments by Signatories and Supporters." The exercise was considered as a crucial step in achieving localization agenda in Uganda. This assessment was under the Outcome Area: 02 of C4C-WGU Roadmap 2025 (Advocacy, Research and Documentation) of the C4C. Objective: 2.1: Fast-track and document the attainment of the 8 commitments of the charter for accountability signed by 18 signatories and supporters.

Response Rate

According to the methodology data was collected through document review and Key Informant Interview. The signatories and allies were supposed to provide documented evidence of fulfillment of the commitment to C4C. The finding shows low response; Signatory 6/18(33%); Allies: (3/5)-60%. The KII response; INGOs (4/9)- 44%; Local Actors: (15/30)- 50%. This could indicate of low commitment to the C4C because ample time (3weeks) was provided for INGOs to respond.

Findings under each Commitment by Signatories, Allies & Endorsers.

Point 1. Increase direct funding to national and local NGOs for humanitarian action

Basing on the available data from four signatories and two allies, the signatories were remitting on average of 41% directly to local actors against target of 25%. The 16% increase from target demonstrates an intentional decision by most signatories to shift their systems and work directly with local actors. However, this percentage applies to (4/18) 22% signatories whose data was verified by consultants and the submitted transfers were project based not over all institutional budget. We believe that the 41% is not a good representation for all signatories based on response rate of 22%. It should be noted that, we could not verify percentage of direct funding to LA submitted by CARE at 66% and Street child at 75%.

The allies namely Plan and Woord En Daad average was 83% - still based on project based budgets not institutional. Even with this project analysis, there is a better demonstration from the allies than most signatories based on their policies, systems and practices. Findings show that the Allies heavily invest in building capacity of local actors which would increase confidence level and trust hence they were able to release more funds. Refer (table 1) The rest of the INGOs did not provide reliable data to allow consultants determine the percentage direct funding to local actors.

Table 1: Table showing signatories and Allies %age direct funding to local actors

Signatories		Allies	
Organization	Funds to Local Actors	Organization	Funds to Local Actors
1. DCA	27%	1. Plan International	91%
2. CRS	17%	2. Woord en Daad	75%
3. Finn Church Aid	53%	Total(average)	83%
4. Oxfam	66%	U-learn	Reported that this commitment was not applicable to them
Total Average	41%		
5. 5. CARE International	66% - As reported, we were not able to access the data that informs this percentage		
6. 6. Street Child	75% - As reported, we were not able to access the data that informs this percentage		
7. 7. CAFOD	Unable to access information on this commitment		

From 2021 to 2025, DCA received Ugx 239,211,728 and disbursed 65,755,377(27%) to local actors, giving a positive variance of 2% if compared to set commitment target of 25%. Between 2021 to 2024, CRS Received a total budget of USD 75,026,534.93 and Channeled USD 12,508,894.61(17%) to 44 partners. If compared to target of 25%, it gives a negative variance of 8%. However, they also gave additional capacity strengthening budget of USD 869,369.57 to the local partners over the same period¹.

In addition, findings from the analysis of FCA show that through the Ministry for Foreign Affairs of Finland (MFA) funding framework, FCA implemented projects with 100% pass-through budgets to local partners.

Partner organizations include:

- Prospect Uganda received a total budget 4,095,000,000/= from 2021 to 2025 to implement peace building work
- Rural Action Community-Based Organization (RACOBABO) received a budget of 468,000,000 Ugx in 2023
- Development Relief Initiative (DRI) received total of 2,184,000,000Ugx from 2021 to 2024 to implement livelihood projects in Kampala and Wakiso districts
- Uganda Change Agent Association received a total of 546,000,000 Ugx from 2021 and 2022 to implement livelihood project in West Nile.

Therefore, a total of 7,293,000,000/= was directly received by 4 local actors. Each of these partners received 100% of the approved project budgets, with FCA providing institutional accompaniment, reporting guidance, and compliance assurance.

Furthermore, more analysis by the consultant shows that under the ECHO 2024–2025 humanitarian consortium, FCA serves as lead agency in TOGETHER greater effectiveness and timely humanitarian education response project ensures equitable resource sharing with national partners. A total budget of 16,421,051,400/= which is 25% was transferred directly to local partners from 2024 and 2025

Therefore, from the analysis while 4 organizations received 100%, 4 organizations under ECHO received 25% releases giving an average of 53%

¹ https://docs.google.com/spreadsheets/d/1csRwLoMoPi-X1X64rbmwwSZkzFvF9lZ9/edit?usp=drive_link&oid=113307025802782333464&rtpof=true&sd=true

According to the desk review, under the emergency response fund facilities for disaster response Oxfam transferred Ugx. 324,000,000 out of 478,800,000 directly to local actors, under the strengthening refugee leadership and local humanitarian leadership advocacy in the Horn of Africa, they transferred Ugx. 1,564,218,000 out of 2,268,000,000 budget and under resilience, inclusiveness, stability and empowerment of communities in Karamojja project, they transferred 249,697,500 Ugx out of 489,641,100/=. Therefore, in total, Oxfam transferred 2,137,915,500/= out of 3,236,441,100/= directly to local actors giving a percentage of 66%

Analysis of direct funding by Allies

An analysis of the disbursement record shows that, Plan International Uganda (PIU)² PIU received Equivalent of Ugx 5,105,235,910 and disbursed Ugx 4,645,918,161 (91%) to 45 local actors, an average of Ugx 103,242,626 disbursed per local actors. If compared to the target of 25% direct funding to local actors, it surpassed the commitment by 66%, a great achievement for 2025. In addition, they have been introducing local partners to donors through joint grant application and implementation for instance with; KOICA, With RHU, ACTADE. However, there was no record provide to determine the trend in 2021-2023.

With Woord en Daad, findings reveal that 9,218,699,100 /= was directly transferred to Local Actors since January 2024 to 2025 which is 75%. This Local empowerment and Development of refugees and host communities (LEAD) project funded by Dutch Ministry of Foreign Affairs. These include, young African Refugees for integral development (YARID), South Sudanese Refugee Association (SSURA), Community empowerment for creative Innovation (CECI), Grapes of New Hope, The Uganda National Apiculture Development Organization (TUNADO), International Foundation for Recovery and Development (IFRAD), Uganda Small Scale Industries Association (USSIA), COW Foundation, HAMIZA Development Foundation, Community Empowerment For Rural Development (CEFORD), Uganda Community Based Association for Women and Children welfare (UCOBAC) and PALM Corps

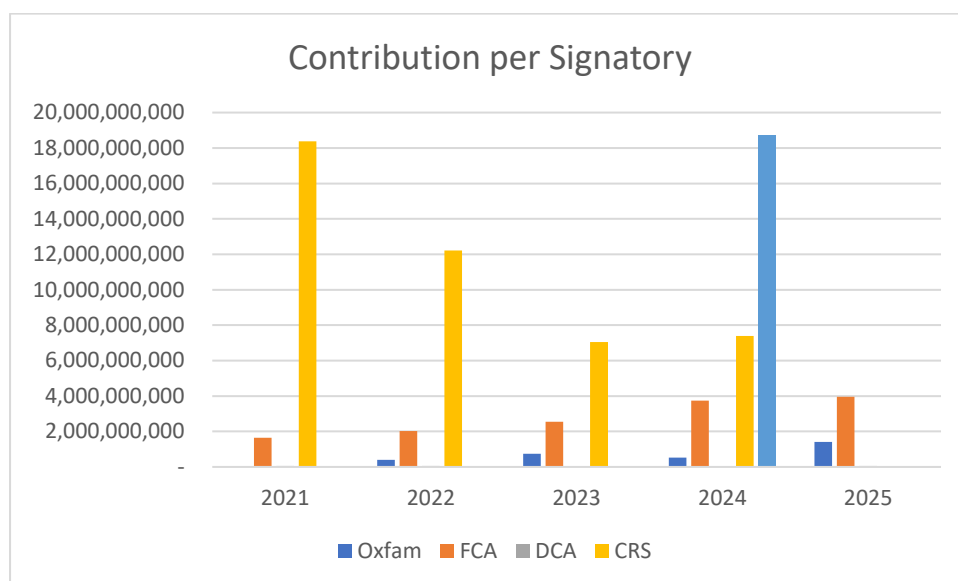
Findings from (8/10) 80% of local actors reveal that restricted funding was still the norm however, some INGOs were giving bit of liberty for local actors to jointly plan but they have to fit within the budget including operational cost and staff salaries. "We do joint planning, and there is a liberty to make minor adjustment during implementation, but activities are fixed. If you meet a challenge, you have to wait until that particular implementation is done. We don't have liberty to make major amendment or going overboard. You are forced to work within the rules". Said one of the local actors.

The ED, Kamuli District Advocacy Network, responded that Plan International gave over Ugx 200m directly to their organizational account to run their budget in the last two years. There are cases where budget is for 4 years but funds are released quarterly. One of the CSO leaders said, "This is limiting out level of growth as an institution, ...they think we don't have capacity, yet we have been here for over 10 years" he continued.

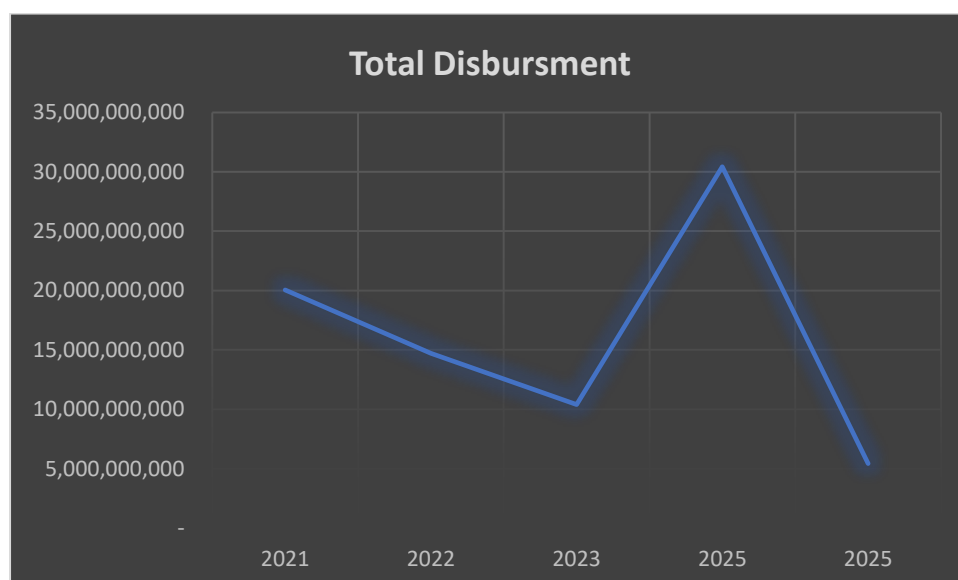
It should be note that over 5 years a total of 80,987,107,005 /= has been disbursed directly to local actors by signatories. However, the trends have declined due to hardships in securing funding by signatories. Details are seen in figure below;

² https://docs.google.com/document/d/1m8iObLY77D3UK-taRqU_jleJyf1ealJ/edit?usp=sharing&oid=109834223368114747307&rtpof=true&sd=true

C4C Illustrations



Trend analysis from 2021 to 2025



Point 2. Reaffirm the Principles of Partnership

Local actors were asked to rank their level satisfaction with partnership they have with INGOs on a scale of 1–5, (1 = Poor, 2=Fair, 3=Good, 4=Very Good, 5 = Excellent). The average score was 70%. Evidence showed that majority of INGOS have in place policy frameworks and mechanism to ensure fair and balanced partnership. Some organization conducts annual partnership satisfaction surveys to fund out the gaps and success in order to inform the next course of action. However, about 50% of the local actors reported that partnership terms and conditions were set by INGOS and local actors had a duty to comply. However, the other half reported balanced partnership where there were joint planning, decision and action. In some cases, for instance, plan has hands off, eyes on. This means that more work needs to be done to balance relationship between INGOS and Local Actors.

Plan international has put in place a framework of seven steps of partnership to ensure coherency and quality of relationships in the partnerships. Step 1: Identifying partners and developing partnership; Step 2: Mutual appraisals; Step 3: Assessing risks; Step 4: Signing

agreements; Step 5: Mutual oversight; Step 6: Regular feedback & annual reviews; Step 7: Exit & sustainability". The evidence provided showed that the organization runs an annual partners' feedback survey conducted at the global level to get partner. The 2025 report showed that partners generally felt that Plan staff visited and met with them often (38% said always and 40% said often). However, 22% expressed dissatisfaction which should trigger conversations towards improvement. In addition, plan organized partner's reflection meeting on 23rd - 24th /10/2024, at Margaritha Palace Hotel, Lira City, where issues such as satisfaction, branding, C4C Participation, funding feedback were discussed. DCA has a Partnership policy is based on mutual trust and respect (equality), and added value (results-oriented, responsibility and complementarity)³.

According to aeny@dca.dk record, DCA has 21 (as at 2025) partners which have signed partnership agreement in different areas. They include; Uganda Women's Network (UWONET), Uganda Debt Network (UDN). Inter Religious Council of Uganda (IRCU), Church of Uganda Teso Diocese Development Organization (CoU-TEDDO). Church of Uganda-Planning PRDP (Development & Rehabilitation Department), Uganda Joint Christian Council, Soroti Catholic Diocese Integrated Development Organization (SOCADIDO), Land Equality Movement of Uganda (LEMU), TPO Uganda. CAFOD had a policy on "Strengthening Local Leadership: A Resilient Partnerships Approach for CAFOD's Kenya & Uganda Programme". It provides for working through local partners in Kenya and Uganda, through accompaniment, technical support, and oversight to ensure effective delivery of programmes aligned with CAFOD mission and values. In response to evolving strategic priorities, financial realities, and CAFOD's commitment to local leadership, agency and voices. it places even greater emphasis on partner leadership and autonomy⁴. Oxfam confirmed that it works with and through different stakeholders such as local partners, government, academia, researchers, private sectors and communities. This is done in consultation with Oxfam's partnership principles rooted in the mutual respect, accountability, clearly defined roles and responsibilities guided by Oxfam's core values of solidarity, transparency, and courage among others. FCA had operational partnership policy 2022⁵, its explicit and defines 6 categories of strategic partners based on partnership strategy. These include international, national and local NGOs, FBOs, CBOs, private sector for profit and nonprofit business, academic institutions and research institutions. The policy underscores core principles for operational partnership which include respect for human rights, shared vision and strategic direction, complementarity and added value, equity, equality and independence, transparency and accountability, realism, clear roles and expectations, joint agreed commitment and rights and commitment for results. The CEO DREF (local actor) reported Good relationship with PIU, "they respect our opinion, trust us, allow us to think for our self. They front us to work with district on their behalf. For instance, I participated in the process of renewing their contact with Kwania local government, and celebrating African Child Day. Secondly, we used to get quarterly disbursement, and money come in the last month of the quarter, when you don't provide accurate returns you would be penalized the following quarter. When we table the issue, they reviewed disbursement from quarterly to 6months basis and funds started coming in timely".

³https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKEwjwplYUhPmQAxVkoScCHdGcGHcQFnoECBgQAQ&url=https%3A%2F%2Fwww.danchurchaid.org%2Fhow-we-work%2Fpartnerships&usg=AOvVaw1JSSE_LYIxpW8wye9frkdv&opi=89978449

⁴ https://drive.google.com/file/d/1nSowJrncgDE7TS-ioFZPe7XnkESgYhOZ/view?usp=drive_link

⁵ Operational Partnerships Policy 2022

Point 3. Increase transparency around resource transfers to national and local NGOs

Only 5/9(55%) INGOs that responded were able to disclose details of funds received and proportion transferred to LA over the years 2021-2025

Plan International. As part of its on building better partnerships, the organization claims it was transparent about its resources with a requirement to track how much resources are going to partnerships. No evidence provided to this back up the claim. FCA demonstrated that they conduct joint planning and budgeting with local actors. They as well have a framework where all funds are transferred to local actors especially the MFA Finland program. FCA only does spot checks and audits. In addition, FCA maintains a structured partnership process to ensure compliance and transparency: **Two teaming agreements** with local partners were reviewed during the co-creation stage to define joint design and proposal roles. A **Cooperation Agreements** with partners were reviewed for the implementation stage to formalize responsibilities, budgets, and mutual obligations. Oxfam reaffirms that it works with RLOs/LNGOs and transparency around resource transfers remains part and ways of their work. Before transferring funds, Oxfam does due diligence in terms of Partner Risk Assessment Method (PRISMA). This is done to ensure organizations meet few minimum requirements for partnership. After PRISMA, Oxfam declares funding amount (s) to partner (s), requests partners to share documents to include concept notes, meal plans, work plans and budget documents. Preparatory meetings are organized with partners for everyone to understand in detail about the project, donor, funding amount, time frame, reporting including schedules of meetings. CARE Uganda reaffirms its committed to increasing transparency around resource transfers to national and local NGOs. Their transparent funds' transfer system ensures clear documentation with partners, fostering trust and accountability. They build partnerships on shared values and principles, prioritizing humanitarian principles, International Humanitarian Law, and non-discrimination. Mutual trust, respect, and risk-sharing are key, alongside transparency, integrity, and clear accountability. They are dedicated to collaboration, driving meaningful outcomes with diverse organizations, and strengthening partnerships for greater impact. WD share grants information with partners, partners are involved in design processes, budget is shared with them, and they are part of decision-making processes

The ED "Train a Girl" observed that Transparency is at about 70%, agreements are clear but there is no option for making changes in any clauses. "We read and understand it but sign as it because there is limited option of changing anything. When it comes to breakdown details, I don't fully understand it and it is not up for discussion". However, the ED West Nile Card observed as thus; "we receive detailed partnership agreement terms and conditions are favorable; Reporting time frame is clear; budget figures are well stipulated and release is timely". This means that some INGO are more transparent while others need to improve. The ED, DREF reported that, there is clear information and contract addendum signed in case of changes in the terms and condition. The ED Lango Youth Development Network observed that much as the terms and conditions of agreements, budget were clear, local actors did not have any options of proposing any change on them.

Point 4. Stop undermining local capacity

Out of the 9 NGO HR policies reviewed, only one (CAFOD) has clear anti-poaching clause. The rest have open fair recruitment policies that may put local actors with low staff remuneration capacity at a risk of losing key staff. 50% local actors have ever experienced poaching in the last two years. Their staff moved to the INGOS due to better pay and job longevity which is provided by INGO. "***We don't have job security our contract is only one year because we implement short term contracts. Staff move for greener pasture***" said ED West Nile Card

During the assessment, well as some organizations claimed unlikely of poaching staff from local and national organizations. Their HR Policy document provided did not have any specific clause against poaching from local actors. They are open to receiving candidates from all available source based on equal opportunity principle. For example, the PIU HR policy⁶. This means that the organization need to strengthen its HR policy to explicitly discourage poaching from local actors.

DCA implements an open recruitment policy (non-discrimination). *"We do not head-hunt from local partners. In line with our partnership approach, Collaboration/cooperation with local partners is preferred so as to leverage on local capacities and to build synergies. DCA provides secondment to partner staff e.g. to undertake trainings that they would otherwise not be able to do/fund on their own. We also provide coaching and mentoring through mandatory participatory partner monitoring and routine support visits."* Said one of the leaders at DCA. More still, CRS Recruitment Process Map generally has fair recruitment policy however, it doesn't have an explicit clause against poaching of staff from local actors⁷. However, the organization needs to amend specific provision against poaching in order to streamline their recruitment strategy with the C4C commitment.

CAFOD implements an open recruitment policy (non-discrimination) based on best candidate. However, Clouse 2 of their Ethical Recruitment Policy states as thus; *"We will never directly approach individual local NGO staff to work for CAFOD on a permanent or fixed term contract basis". This is a commitment against direct poaching from local actors as required by C4C agenda 4⁸.*

Point 5. Emphasize the importance of national actors:

Generally, the INGOs have done good job in amplifying the importance of LNGO. For instance, evidence shows that organizations such as Oxfam, Plan, DCA, CRS, FCA, CARE, have been able to; Identifies youth/women led org, build their capacity; Links LA to donors directly; Co-publish reports with LC (Joint Logos); Joint Proposal Writing; Consortium formation and Joint celebration of success

Oxfam has provided opportunities to RLOs/LNGOs to participate in spaces to tell their own and authentic stories to donors at national, regional and local levels. Oxfam has support direct participation of local actors at different levels such as during Aidex and Grand Bargain meetings in Geneva 2024, one local partner was facilitated to attend, during the Global Refugee Forum-Geneva they facilitated one, during the European Humanitarian Forum in Brussels-Belgium, they facilitated six, during the Humanitarian Network and Partnership Week (HNPW)-Geneva they facilitated one, during the Right in Crises-Nairobi (01), Programme Learning-Addis Ababa Oxfam facilitated seven and during the International Programme Learning in Gambella - Ethiopia they facilitated three. At national Level, Oxfam has directly supported participation of over 200 RLOs/ LNGOs during Grand Bargain, Charter for Change and cross learning. PIU is a signatory to the Pledge for Change 2030, and at the global level, they have a team which engages with donors including our overseas fundraising offices. The organization has Policy "Pathways to partnering with youth-led groups and organizations" it provides guidelines on; Identifying partners and developing partnerships; mutual appraisals; Partners Strengthening / Capability reports and plans; Signing agreements; Mutual oversight; Regular feedback & annual reviews; Exit & sustainability⁹. DCA engage in consortia with local

⁶ CHAPTER 3: TALENT ACQUISITION

⁷ https://drive.google.com/file/d/1QalgNggFxn56J8RDSNrmieCrgIH_Ouvs/view?usp=drive_link

⁸ https://drive.google.com/file/d/19B22A6p_opGnPy2tIsEGYu7HT-e_HPAT/view?usp=drive_link

⁹ Pathways to partnering with youth-led groups and organizations

actors, including profiling local actors to donors. For instance, Successful advocacy to MOFA in Denmark for localization and local leadership; Supporting/recommending local partners to work as Implementing Partners or Operational Partners with UNHCR. Proactive design/positioning of proposals (before calls are out) with partners. CARE Uganda's approach to programming is now 100% through national partners. For all proposals, CARE engages donors and emphasize that their work MUST be done through national actors. They have managed to transition projects that were originally directly implemented by CARE, to partner implemented.

According to "Train a Girl", there are 4 working groups in Adjumani district where local actors have a rotational participation. However, UNHCR and OPM take leads for instance, for mental health working group. The CEO West Nile Card reported similar experience; "We are taking the lead in West Nile. For instance, last year, under the UNHCR working group-environment sector, we were the ones leading, for sustainability we are good to go. The IGNO are pooling backward and fronting the local actors". According to CEO DREF, The INGO & LNGO were alternately leading meetings basis depending on circumstance however, most time the INGO took lead but respected every one's opinion. However, according to ED Lango Youth Development Network, most of the meetings were chaired by INGO "when the big drum is the house the small ones keep quiet" he added that there will limit representation of local actors by INGO in high level forums "It is us to fight for our self".

Point 6. Address subcontracting

About 35% of Local actors reported that they are subcontracted to implement project whose activities and budget lines are fixed. However, majority observed that they do receive sub grants whose contract duration was one year, with quarterly disbursement. The short duration limits sustainability and long-term development strategy.

Findings show that Oxfam While directly working with and through RLO/LNGOs partners, it focuses on the language of sub-granting as opposed to subcontracting. In sub-granting process, Oxfam works hand in hand with partners through program/design ideation, donor concept and proposal development, taking into consideration views/voices of partners into concept and proposal to ensure it speaks to the contexts. The relationship here is transformative rather than transactional. Oxfam has designed many projects including the ongoing project where PALAM is a lead partner, Emergency response Fund, Strengthening Refugee Leadership and Local Humanitarian Leadership Advocacy in the Horn of Africa and Globally, and Resilience, Inclusiveness, Stability and Empowerment of communities in Karamoja sub-Region (RISE-K), among others. In addition, Plan International. The organization claimed that over 80% of Plan's projects are designed with partners, examples include ECW I, II and III, AGIC Project, EMPOWHER.

Point 7. Robust organizational support and capacity strengthening

According to the feedback from local actors, all signatories who participated in this assessment, have intentionally invested in strengthening the capacity of local actors. Among the notable ones is Oxfam, CRS, DCA, CARE and PIU which has done a tremendous work on developing the capacity of local actors. They have picked many organizations from foundations, CBO to being registered as national NGOs. The capacity development initiatives include organizational formation and strategic alignment, strategic planning, Policy & system development, support supervision, and monitoring

Findings show that Oxfam has conducted robust organization support and capacity strengthening of RLOs/LNGOs. This is done through capacity sharing approach. Two capacity sharing consultative work was done by Oxfam in West Nile and Southwestern Uganda. This

was to identify the different capacity needs of RLOs/LNGOs and to find out the different research that RLOs/LNGOs would love to take forward. According to document review, Oxfam spent Ugx. 1,026,367,107 from 2022 to 2025 on capacity strengthening of local partners.

FCA allocates administrative and technical support to local and national partners within both humanitarian and development programs to strengthen systems and program delivery. They do capacity assessments and encourage their partners to undergo QUAM (quality assurance mechanism) processes. Evidence also shows that FCA invests a portion of its project-based resources in capacity-building initiatives, including mentorship, financial systems training, and program quality improvement. While most of these investments are embedded within specific project budgets, FCA consistently prioritizes technical capacity development especially in program design, reporting, and systems strengthening. It is important to note that donor guidelines take precedence in determining allocation structures; however, FCA continuously advocates for equitable budget sharing and ensures partners' administrative and technical costs are adequately covered within project frameworks.

CRS has a "Policy on Sub recipients Indirect Cost Recovery – Non-USG Funded Projects", Purpose: This policy sets standards and defines the criteria to be used by CRS to review and approve requests from subrecipients¹ (partners) to apply indirect costs to Non-US Government (Non-USG) funded sub awards/projects, including discretionary and private restricted projects¹⁰.

CARE Uganda has a locally led strategy that is referred to as IBSM (integrated business Services Model). This model states the delivery approach under CARE's locally led journey and emphasizes the capacity strengthening areas they offer to their partners. These include fund management, compliance, risk, technical support in livelihoods, climate justice and Gender and other areas. CARE Uganda has invested in developing the QUAM plus platform that will support national partners carry out assessments that will enable them build their capacity and be donor ready for opportunities.

According to Dorcas.Adrade@plan-international.org , capacity sharing is embedded in PIU strategy and they have a partner capacity strengthening framework that is approved and has been used since 2023. We have done capacity strengthening of ECWI, II, and III and AGIC Project. -Olga-0788299268. Sent two leaders of YLOs for a youth consultative workshop in Togo on partnering with YLOs in 2023; other 6 leaders of LNGOs sent to a woman in leadership training in Kampala, Nov. 2024. DCA. Partners budget for admin costs (max. 30%, out of which 7% is Unspecified Admin Fee which offers partner organizations more flexibility in meeting their administrative needs, institutional capacity strengthening. Evidence of published percentage of humanitarian budget to local and national actors, shows that in 2024, Dan Church Aid (DCA) and its 210 partners assisted four million people directly in total.

Testimonies from local actors include;

The CEO West Nile Card observed that, they do not get direct funding except as sub grantee. A total of 5/8 (63%) of local actors (partnering with PIU) have attested to a significant organizational capacity development support. For instance, the ED "Train a Girl", a CBO in Adjumani observed, "*Yes; we have been working Plan International from 2022. They did due diligence with us during onboarding; then they attached a consultant to help us streamline the system including; Financial Management System, HR, Procurement, Gender Safeguarding,*

Governance. They developed policies with us on those areas. In addition, Pan have been doing support supervision and gave us feedback and we are now a registered organization.

Similarly, the ED DREF, a CBO in Kwania District reported their journey with Plan International, *"Plan picked us from being registered at sub county level, now we are a national NGO registered with UND-bureau. They supported us in policy review in areas of Finance. HR and Child protection. Furthermore, they gave us funding to do internal audit with a consultant of our choice; trained board of directors on their roles, established board manual. They respected the leadership of the organization, trained us on financial management, M&E. we participated in the designing of the project we implemented with Plan. We manage the budget our self and report on monthly bases. Their hands were off and their eyes on. They allowed us up to 5% budget flexibility."*

In the same vain, the CEO West Nile Card had a similar experience *"We have benefitted a number of projects under DCA. They build our capacity i.e. in financial management, accountability system like QuickBooks, trained boards & staff on governance, including resource mobilization; and proposal & report writing skills. They connected us to their donors for example, DCA recommended us to UNCHR so we are now getting support from UNHCR with in-kind E.g. motorcycle, computers. They gave us recommendations that we attached to donors, leading to proposal approvals"*. Similar observation was made by GEDI and Lango Development Network.

According to the CEO West Nile Card, their operational cost as a result of working with DCA, *"We used to have only one motorcycle, however, they have now given us a vehicle, which has reduced the cost because we don't hire, we just buy fuel. The computers provided has reduced cost working cost; their contribution to rent has reduced the cost. I credit the localization. The CEO DREF similarly reported the cost reduction because due to cost sharing. They give fuel; they contribute to 50% our office rent"*.

Point 8. Communication to the media and the public about partners:

All signatories recognize the efforts of local and national actors in their communication to the media but the magnitude differs. For example, FCA's communication materials regularly highlight the achievements and visibility of its local partners. The logos and success stories of organizations are featured across FCA's publications, online platforms, and IEC materials. FCA consistently credits partners for their technical and community contributions through joint statements, co-branded materials, and web features. For example, during the recent ECHO project learning events and district-level engagements, partner representatives addressed media and government stakeholders directly.

<https://www.kirkonulkomaanapu.fi/en/latest-news/articles/a-school-for-the-whole-village/>, <https://teachertaskforce.org/fr/node/1747>,
<https://www.kirkonulkomaanapu.fi/en/latest-news/news/fca-and-eu-humanitarian-aid-launch-new-project-in-uganda/>

PIU recognizes the role local and national partners play in the delivery of its work. Hence under all its work, there is consistent joint branding. DCA communications clearly acknowledge the partners/consortia involved, including using the logos of the various actors. For instance, evidence shows that the report on (1) the "Advancing Self-Reliance Among Refugee & Host Communities in the West Nile region through Food Security and Nutrition" had the logos of

Denmark, DCA, PALM Corps, & Novo Nordisk Foundation”¹¹. (2) The “Skilling Youth to Participate in Meaningful Livelihoods and Decision-making Processes in Karamoja” Report had the logos of DCA, EU, DANIDA, African Mission, ADP & Government of Uganda¹². Woord en Daad visibility to the in-country partner through reporting to donors, show casing the work of the partners in newsletter, through the websites, social media platform like, Facebook, youtube, LinkedIn, X and more. <https://leaduganda.eu/>, <https://www.youtube.com/channel/UCL71cJ8wnsX5GTx7mDRxsQQ>, <https://www.facebook.com/p/LEAD-Uganda-61570029387514/>

The local actors observed that there were feedback mechanisms specifically for certain IGNO partnerships for instance with PIU, UNHCR “We have annual partnership review meeting and regular meeting with project head at UNHCR where we share issues”. Said ED “Train a Girl”. the ED Kamuli District Advocacy Network, reported that their logo is printed together with that of Plan International on some documents. The CEO West Nile Card although they have Coordination meeting, C4C meetings, interagency forum, for now, the INGOs are the lead and they are the co. The CEO Lango Youth Development Network, expressed that the C4C holds bi-quarterly meeting but the local actors are not given ample time to discussing the pressing issues.

Charter of accountability

In Uganda there are 359 endorsers who signed this charter of accountability. They believe that the transformation of the humanitarian system can only be hastened when southern-based NGOs, working in partnership with international NGOs, will not only perform supportive role but become pro-active partners in the change process. They therefore take it upon themselves the responsibility to ensure that they make the people affected of crisis as the focus of our humanitarian work and make ourselves accountable to them. They also take responsibility in holding partner signatory INGOs to account for the fulfillment of their commitments to the Charter for Change and influence the non-signatories to support.

They recognize that while they need to consider country specific context in developing a framework of accountability for local actors, they also believe that they need to develop a global charter that is applicable in all contexts that they could commit to and which we could further contextualize, innovate and adopt at country level.

An analysis of the global Charter of Accountability of C4C endorsers is as follows;

Point 1. Hold ourselves and partners accountable in all humanitarian funding received.

Findings reveal that, C4C Partnered with Catholic Relief Services (CRS) and conducted GIS spatial mapping of local actors in Eastern, Western and West Nile Uganda regions. By December 2024, a total of 450 local and national actors were mapped across 69 districts in 8 sub regions of Uganda. The purpose of mapping was that the local actors are findable and fundable. They as well conduct capacity building initiatives such that local actors are fit for purpose.

However, local actors are at different level in capacity and they have to be supported through trainings, coaching and mentorship by signatories such that they can earn the trust, be accountable and transparent. *"Local actors should know that it's their responsibility to build*

¹¹ Advancing Self-Reliance Among Refugee & Host Communities in the West Nile region through Food Security and Nutrition

¹² Skilling Youth to Participate in Meaningful Livelihoods and Decision-making Processes in Karamoja

their organizations. They should work on their trust issues and sustainability lies within their hands. We should promote co-existence not competition with INGOs and local actors. If we are to co-exist, some expectations need to be tone down” said technical working group member.

Point 2. Uphold Accountable and Meaningful Partnerships

Findings show that partnership is not as strong, meaningful upholding all the principles. Well as the local actors are willing to work in partnership, some of them do not have the required capacity and requirements to implement and account for the resources available. We have witnessed teaming agreements between Fin Church Aid and local actors during proposal development. Organizations such as CARE, Oxfam, DCA, CRS, plan international, Woord en Daad are promoting equitable partnership with local actors they work with. However, power dynamics is not balanced since the INGOs still make major decision. For example, during process of signing MOUs, local actors only read before signing but have limited input in the agreement. We have witnessed

Point 3. Uphold transparency and accountability on utilization of aid

Findings show that C4C promote transparence and updates to signatories, the chairperson C4C attends donor engagement meetings where she raises concerns about compliance and commitments of signatories. This has attracted more signatories to come on board from 7 signatories in 2023 to 11 in 2024. However, there are no clear accountability mechanisms in place where C4C leaders hold signatories accountable because the signatories are uncertain regarding funding, *“C4C Is a voluntary arrangement for signatories to account to local actors even the C4C leaders cannot hold them accountable. Signatories are expected to do annual self-reporting but they don’t. They share reports at the global level not at national level”* Said one of the leaders

More still, there are no consequences in case any signatory fails to comply. The recommendations from the assessment are that there is need to have sanctions for signatories who consistently fail to fulfill their commitments, they need space where endorsers can appeal and report none complying signatories. Some of the proposed recommendation is that can local actors create a system to track INGOs commitments?

Some of the teasing questions are;

- What happens to signatories without localization strategy or framework? What is the justification?
- For those with localization strategy, how are they implementing it?
- Since local actors do not have mandate to hold signatories accountable, can government have a legal framework which holds them accountable with consequences?

Point 4. Enhance capacity of our staff to meet mutually agreed standards with partners

Findings show that there are lots of staff with local actors with competence. They are driven with passion amidst financial constraints. Some are even volunteers serving communities realize their potential. However, the most competent ones are poached by INGOs and the local actors do not get the adequate compensation. Most of the reviewed human resource policies of INGOs, they are silent on this matter and therefore, the local actors are likely to lose most competent staff to INGOs.

Point 5 and 6. Strengthen local leadership and role of local actors and ensure participatory process in programming

Findings show that this is the most successful commitment, the C4C established Regional Leadership a key structure of the C4C Working Group Uganda. They are elected regional representatives and the core organ of the network. Their roles and functions are multifaceted and include: Providing leadership and forming strong and independent regional platforms, Coordination, mapping, advocacy, training, and approving the C4C roadmap and budget. In addition to participating in C4C activities, regional leaders run their independent organizations. All these are enshrined in the charter for change working group terms of reference as revised in December 2025. It should be noted that local actors are the first responders during crisis. This has been evident in south west, Karamoja, Lango and West Nile regional actors.

Point 7. Strengthening our organizational capacity to become more effective and efficient

Findings show that C4C has advocated for improve funding mechanism especially multiyear funding. It is worth noting that this is progressive, where INGOs are providing multiyear funding, increasing direct funding and directly link local actors to donors to get direct funding. However, this is still on small scale and many local actors still receive activity-based funding for a year where disbursement of funds is broken down into quarters and funds are released last – in the last month of the quarter.

The local actors to some extents have ensured gender-responsiveness, culture-sensitivity, inclusion of the most vulnerable and at risk whom they serve, protection of human rights, peace-enabling, empowering and dignifying humanitarian response in a most efficient way. However, not all have the policies that address these facets of work.

Point 8. Upholding the protection of rights and dignity of people in our communication

Findings show that, local actor have a strong relationship with local media organizations in their areas of jurisdictions. Most of them have embraced social media spaces such as Linked in, X, face book and radio talk shows to amplify the voices of the most vulnerable communities and individuals. Most INGOs recognize the efforts of local actors during publications while others don't do it despite of the fact that most implementation is done by local actors, some INGOs do not acknowledge their efforts.

Summary of Key Findings

C4C Achievements

- Partnered with Catholic Relief Services (CRS) and conducted GIS spatial mapping of local actors in Eastern, Western and West Nile Uganda regions. By December 2024, a total of 450 local and national actors were mapped across 69 districts in 8 sub regions of Uganda.
- Increased capacity-building opportunities for Local actors on advocacy and Communication, leadership, risk management, women and cooperate governance, partnership and resource mobilization
- Enhanced partnership with INGOs. For instance, the Lango Humanitarian Platform was launched, bringing the total number of sub-national platforms coordinating local actors in Uganda to five, including Acholi, Western Uganda, Karamoja, and West Nile.

- C4C Working Group Uganda participated in the development of a localization framework spearheaded by the CRRF Secretariat.
- Attended local and international forums while amplified the voices of the local actors, and advocated for meaningful partnerships and collaboration. These included Grand Bargain and Aidex 2024 Humanitarian Summit in Geneva among others
- Successfully Organized C4C Annual Events (WHLS, Annual Dialogue Meeting and Annual Reflection Meeting) for the past 8 years (2018, to 2025). All the Annual Events attracted all stakeholders and represented all sections of the society, e.g. government, private sector, academia, PLWS, youth, new endorsers, etc. as a result, the number of endorsers increased exponentially from 170 in 2023 to 344 in 2025

Gaps, Barriers & Challenges to localization

1. **Trust.** INGOs do not trust on local actors due to perceived low capacity of local actors. So, INGO view localization as a replacement to their relevance. LAs as well do not trust INGOs as well
2. **Exploitation.** Some of the INGO wants to exploit local actors” I ones turned down a project from an INGO who made us to write proposal, they approve you implement but they retain the funding but you are supposed to make accountability. Observed one of the local actors.
3. **Rigid Funding Contracts:** Limited financing clause; Short terms project cycle. “Sometimes you receive quarterly money at the last month. Next quarter you are penalized by not receiving the next quarter funding” said ED Kamuli District Advocacy Network.
4. **Un even power dynamic.** Major decisions are made at head office of the INGO.
5. **Limited Funding.** This is due the current global funding cut down, which is affecting service delivery
6. High admin requirement for example, procurement so bureaucratic which overwhelms small local actors.
7. **Bureaucratic Due Diligence.** The due diligence requirements are in most cases beyond the standard of LINGO/CBO. Every INGO comes with their own criteria.
8. Limited visibility; sometimes INGO take credit for actions done jointly by local
9. **Capacity Gaps within INGO.** While localization discussions often focus on capacity gaps among local actors, similar gaps exist within some INGO country teams responsible for implementing localization commitments. Limited understanding of localization principles and equitable partnership approaches affects how localization is operationalized at country level. Addressing these internal capacity gaps is essential for strengthening meaningful localization.

Good practices

- Direct funding to local actors is improving
- Capacity strengthening
- Certain INGOs have localization strategy
- Building networks and coalitions
- Partnerships
- Mapping of local actors
- Existence of secretariat, coordinating agency and regional platforms

CONCLUSION & RECOMMENDATIONS

Conclusion

In tracking the attainments of C4C 8 commitments by signatories, allies and endorser, findings from evidence on provided by 22% of the signatories reveal that direct funding to national and local NGOs is at an average of 41%. The 16% increase from target of 25% demonstrates an intentional decision by most signatories to shift their systems and work directly with local actors. However, this percentage applies to (4/18) 22% signatories whose data was verified by consultants and the submitted transfers were project based not over all institutional budget. We believe that the 41% is not a good representation for all signatories based on response rate of 22%. It should be noted that, we could not verify percentage of direct funding to LA submitted by CARE at 66% and Street child at 75% in the meantime, allies namely Plan International and Woord En Daad average was at 83% - still based on project-based budgets not institutional. Even with this project analysis, there is a better demonstration from the allies than most signatories based on their policies, systems and practices.

On the principles of partnerships, evidence showed that majority of INGOS have in place policy frameworks and mechanism to ensure fair and balanced partnership. Some organization conducts annual partnership satisfaction surveys to fund out the gaps and success in order to inform the next course of action. However, about 50% of the local actors reported that partnership terms and conditions were set by INGOS and local actors had a duty to comply. However, the other half reported balanced partnership where there were joint planning, decision and action.

55%) INGOS that responded were able to disclose details of funds received and proportion transferred to LA over the years 2021-2025. This is a testament of transparency around resource transfers to national and local NGOs

Signatories have continued to amplify the importance of national actors. They have identified them as youth / women led organizations, Refugee led organizations, build their capacity; Links LA to donors directly; Co-publish reports with LC (Joint Logos); Joint Proposal Writing; Consortium formation and Joint celebration of success.

According to the feedback from local actors, all signatories who participated in this assessment, have intentionally invested in strengthening the capacity of local actors. Among the notable ones is Oxfam, CRS, DCA, CARE and PIU which has done a tremendous work on developing the capacity of local actors. They have picked many organizations from foundations, CBO to being registered as national NGOs. The capacity development initiatives include organizational supervision and strategic alignment, strategic planning, Policy & system development, support supervision, and monitoring

All signatories recognize the efforts of local and national actors in their communication to the media but the magnitude differs. For example, FCA's communication materials regularly highlight the achievements and visibility of its local partners.

Well as 359 Uganda local actors signed the charter for accountability, a few understand it and know what they signed for.

However, on stop undermining local capacity, only one (CAFOD) had clear anti-poaching clause. The rest have open fair recruitment polices that may put local actors with low staff remuneration capacity at a risk of losing key staff. 50% local actors have ever experienced

poaching in the last two years. Their staff moved to the INGOS due to better pay and job longevity which is provided by INGO

About 35% of Local actors reported that they are subcontracted to implement project whose activities and budget lines are fixed. However, majority observed that they do receive sub grants whose contract duration was one year, with quarterly disbursement. The short duration limits sustainability and long-term development strategy. Findings reveal that, C4C Partnered with Catholic Relief Services (CRS) and conducted GIS spatial mapping of local actors in Eastern, Western and West Nile Uganda regions. By December 2024, a total of 450 local and national actors were mapped across 69 districts in 8 sub regions of Uganda. The purpose of mapping was that the local actors are findable and fundable. They as well conduct capacity building initiatives such that local actors are fit for purpose.

However, local actors are at different level in capacity and they have to be supported through trainings, coaching and mentorship by signatories such that they can earn the trust, be accountable and transparent. there are no clear accountability mechanisms in place where C4C leaders hold signatories accountable because the signatories are uncertain regarding funding

Some the barriers in attainment of C4C commitments include, trust for both INGOs and LAs, reported exploitation by some INGOs to Las, rigid funding contracts, limited funding for both signatories and Las and limited visibility where LAs are not recognized by signatories.

We recommend improved funding mechanisms such as multiyear, flexible and direct finding, equitable and meaningful partnerships, capacity enhancement has to continue, legalization of C4C, improved communication by C4C secretariat, standardization of due diligence and reporting frameworks by INGOs / signatories and trust building by both parties.

Recommendations

❖ **Strengthening the National Policy and Institutional Framework for Localization.**

There is a need to advance the development of a national policy and institutional framework that supports the implementation of localization commitments in Uganda. Such a framework would help strengthen accountability, encourage alignment among humanitarian actors, and create clearer expectations for the implementation of localization principles by signatories and partners. This should be an important advocacy priority for the C4C Secretariat and its partners. While the Charter for Change provides a strong mandate for promoting localization, the initiative currently operates largely through voluntary commitments without a formal national policy or budget framework to guide and sustain its implementation. Strengthening the policy environment would help reinforce accountability, promote shared responsibility among stakeholders, and support more sustainable coordination of localization efforts

❖ **Legalization on Capping of Direct Funding to Local Actor.** Government should put national policy and legal framework to guide funding % to local actors by INGOS. This strategy would increase on compliance and accountability from both sides.

❖ **Capacity Building.** INGOs should Invests more in long term institutional capacity of local actors: Capacity system, e.g., financing, procurement, HR, Training and Learning.

- ❖ **Funding Gap:** To address funding gap, local actors need to embrace “Grass root Philanthropy” & “Social Impacting Model” these approaches are sustainable if well understood and implemented.
 - According to some local actors, they have adopted “Social Impacting Model” alongside the NGO as a grassroots organization. “We are designing business-based project addressing poverty, and at the same time able to sustain the institution. We do social investment. Registered business arms, running children park in Lira city, setting up ICT Solution, financing for value addition. We are using the NGO for mobilization and biz wing for sustainability”. Similarly, the ED Genogeno Development Initiative (GEDI). “We are trying to develop a microfinance/ cooperative where we can leverage funding and continue. In a year we save up to 200m. IN addition, we do partnership with companies and link farmers for market, provide technical supporting, training farmers, share cost”.
- ❖ **Effective Communication.** C4C Frequent communication through email, social media who are members to the charter especially local actors. This would increase awareness, participation in localization agenda
- ❖ **Participation & Sustainability.** The INGOs should increase direct funding with flexible support, allow CSO to have flexi; provide multiyear support, M&E capacity for accountability; Co create programs with local actors from the beginning not when the concept is already developed.
- ❖ **Standardization of due-diligence and Reporting frameworks.** C4C should standardize and simplify due diligence requirement and reporting tools and frameworks that all INGOs uses to assess any of the local actors as opposed to each INGO using their individual tools. This would improve on compliance since local actors can ably assess themselves, it would also improve on transparency
- ❖ **Trust building.** Local actors need to have systems in place, become more accountable and transparent, embrace joint partnerships as LNGO to strengthen their chances of securing more funding.
- ❖ **Capacity Development.** INGOs should adopt Approaches such as, “*Develop LA Capacity Then Work with them*”

What does C4C need to achieve effective coordination?

- Encourage pulled funding where donors are brought on board to fund C4C activities
- Have adequate reporting and monitoring mechanisms for coordinating agency
- Track C4C performance on the attainment of 8 commitments on regular basis
- A proper & sustainable transition among signatories and endorsers as per the ToRs
- C4C should track funds from donors that go directly to local actors

ANNEXES

Plan International

8 Commitments		Evidence of fulfillment of 8 Commitments
Point 1. Increase direct funding to national and local NGOs for	1.	According to Ms. Dorcas Alicai Adrale Dorcas.Adrale@plan-international.org (Partnerships Manager Plan International Uganda). PIU has set a minimum target 25% of direct funding to National and local NGOs. This KPI has however varied across different projects in some cases going as high as 60%. Current PIU works with over 35 national and local organizations, with 8 in the humanitarian. An analysis

humanitarian action:	(by consultant) of the 2025 disbursement record shows that, PIU received (signed contracts) Equivalent of Ugx 5,105,235,910 and disbursed Ugx 4,645,918,161 (91%) to 45 local actors, an average of Ugx 103,242,626 disbursed per local actors¹³. There was no record provide to determine the trend in 2021-2023 Advocacy and Policy related contribution: We have supported C4C advocacy efforts through the following contributions: launching the Lango Humanitarian platform together with OXFAM in 2024, Plan contributed UGX. 27,600,000/- towards the activity; in December Plan supported the C4C end of year review and training activities with Ugx.5000,000/-. In 2025, we have supported C4C with, Ugx. 20,000,000/-(Invoice:#2025/003)¹⁴. Introducing local partners to donors: PIU applied with Holistic Initiative for Community Development KOICA, With RHU, ACTADE (0772 302 753); implementing a project together with RHU, ACTADE and CDFU as Implementing Partners under Finland MFA, DANIDA framework with ACTogether, Kiyita Family Alliance for Development (KIFAD); Global Forum for Leadership (GLOFORD) - 0774016223/755000283; to European Union with Partners in Development – 0772855370 and to Austrian Development Agency with Community Empowerment for Development (CEFORD) and Foundation for Integrated Rural Development Direct support during the launch of the Lango Humanitarian Platform in 2024 was Ugx 27m(budget template provided) however, no evidence was provided to show if the said funding was
Point 2. Reaffirm the Principles of Partnership	According to Dorcas.Adrale@plan-international.org The organization was mindful of power imbalances within partnerships openness and honest about the power that each partner has. "We hence have put in place mechanisms to balance power within the relationship. In order to support this work, seven steps of partnership have been identified as below to ensure coherency and quality of relationships in the partnerships. Step 1: Identifying partners and developing partnership; Step 2: Mutual appraisals; Step 3: Assessing risks; Step 4: Signing agreements; Step 5: Mutual oversight; Step 6: Regular feedback & annual reviews; Step 7: Exit & sustainability". Available document provided evidence that Plan runs an annual partners' feedback survey conducted at the global level to get partner. In 2025, partners generally felt that Plan staff visited and met with them often (38% said always and 40% said often). Some 22% expressed dissatisfaction which should trigger conversations to help Plan perform better in the next survey¹⁵. In addition, plan organized partner's reflection meeting "Partner Reflection Meeting Held On 23rd - 24th /10/2024, at Margaritha Palace Hotel, Lira City. where issues such as satisfaction, branding, C4C Participation, funding, feedback and way forward were discussed¹⁶

¹³ Partners Disbursement Record

¹⁴ Invoice #2025/003

¹⁵ Uganda Annual Partnerships' Survey Report Fy 2025

¹⁶ Partner Reflection Meeting Held On 23rd - 24th /10/2024. At Margaritha Palace Hotel, Lira City. Report

Point 3. Increase transparency around resource transfers to national and local NGOs	Point 3: Increase transparency around resource transfers to national and local NGOs. PIU as part of its on building better partnerships, is transparent about its resources with a requirement to track how much resources are going to partnerships. We have audited accounts that show this and can be shared on request.
Point 4. Stop undermining local capacity	Although Dorcas.Adrade@plan-international.org claimed that it's unlikely that PIU poaches staff from local and national organizations. The HR Policy document provided did not have any specific clause against poaching from local actors. PIU recruitment policy is open to receiving candidates from all available source based on equal opportunity principle ¹⁷ . This means that the organization need to strengthen its HR policy to explicitly discourage poaching from local actors.
Point 5. Emphasize the importance of national actors:	Plan is a signatory to the Pledge for Change 2030, and at the global level, they have a team which engages with donors including our overseas fundraising offices. The organization has Policy "Pathways to partnering with youth-led groups and organizations" it provides guidelines on; Identifying partners and developing partnerships; mutual appraisals; Partners Strengthening / Capability reports and plans; Signing agreements; Mutual oversight; Regular feedback & annual reviews; Exit & sustainability ¹⁸
Point 6. Address subcontracting	The organization claimed that over 80% of Plan's projects are designed with partners, examples include ECW I,II and III, AGIC Project, EMPOWHER However, there were no clear evidence to independently verify the 80%.
Point 7. Robust organizational support and capacity strengthening	According to Dorcas.Adrade@plan-international.org , capacity sharing is embedded in PIU strategy and they have a partner capacity strengthening framework that is approved and has been used since 2023. We have done capacity strengthening of ECWI, II, and III and AGIC Project. -Olga-0788299268. Sent two leaders of YLOs for a youth consultative workshop in Togo on partnering with YLOs in 2023; other 6 leaders of LNGOs sent to a woman in leadership training in Kampala, Nov. 2024. However, there were no documented evidence to verify the claims.
Point 8. Communication to the media and the public about partners:	PIU recognizes the role local and national partners play in the delivery of its work. Hence under all its work, there is consistent joint branding Ref: @planuganda.

¹⁷ CHAPTER 3: TALENT ACQUISITION

¹⁸ Pathways to partnering with youth-led groups and organizations

8 Commitments		Evidence of fulfillment of 8 Commitments			
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	1.	Percentage of Partners Budget Vs DCA total Annual Budget			
		Year	Total Budget	Partner Budget	%
		2021	47,544,496.91	11,896,624.98	25.02%
		2022	54,399,308.43	11,846,060.21	21.78%
		2023	37,080,720.81	9,558,715.34	25.78%
		2024	41,353,001.59	10,942,259.22	26.46%
		2025	58,834,201.24	21,511,718.11	36.56%
		Total	239,211,728.98	65,755,377.86	27.49%
From 2021 to 2025, DCA received Ugx 239,211,728 and disbursed 65,755,377(27%) to local actors, giving a positive variance of 2% if compared to set commitment target of 25%.					
Point 2. Reaffirm the Principles of Partnership	2.	DCA. According to aeny@dca.dk record, DCA has 21 (as at 2025) partners which have signed partnership agreement in different areas. They include; Uganda Women’s Network (UWONET), Uganda Debt Network (UDN). Inter Religious Council of Uganda (IRCU), Church of Uganda Teso Diocese Development Organization (CoU-TEDDO). Church of Uganda- Planning PRDP (Development & Rehabilitation Dept.), Uganda Joint Christian Council, Soroti Catholic Diocese Integrated Development Organization (SOCADIDO), Land Equality Movement of Uganda (LEMU), TPO Uganda etc.¹⁹ DCA Uganda introduces local partners to donors e.g. Royal Danish Embassy, GIZ etc. In 2019, a staff of CEFORD, a local partner, was recommended by DCA to speak at the European Humanitarian Forum on the localization panel. This was an opportunity for the local partner to showcase Uganda’s localization efforts and how to integrate local partners across ECHO's programme cycle. DCA’s Partnership policy is based on mutual trust and respect (equality), and added value (results-oriented, responsibility and complementarity)²⁰. Practical examples: DCA and partners hold strategic and operational discussions on the partnerships during Annual Partner Platforms and partnership meetings. We have cooperation and Partnership agreements which clearly stipulate intent/shared goals, as well as roles and responsibilities.			
Point 3. Increase	3.	NO DATA PROVIDED			

¹⁹https://docs.google.com/document/d/1D8dn6iBpWXBZUnw2dVna5SuCdQgTjlr5/edit?usp=drive_link&oid=113307025802782333464&rtpof=true&sd=true

²⁰https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=2ahUKewjwplyUhPmQAxVkoScCHdGcGHcQFnoECBgQAQ&url=https%3A%2F%2Fwww.danchurchaid.org%2Fhow-we-work%2Fpartnerships&usg=AOvVaw1JSSE_LYlxPw8wye9frkdv&opi=89978449

transparenc y around resource transfers to national and local NGOs	
Point 4. Stop undermining local capacity	DCA. DCA implements an open recruitment policy (non-discrimination). We do not head-hunt from local partners. In line with our partnership approach, Collaboration/cooperation with local partners is preferred so as to leverage on local capacities and to build synergies. DCA provides secondment to partner staff e.g. to undertake trainings that they would otherwise not be able to do/fund on their own. We also provide coaching and mentoring through mandatory participatory partner monitoring and routine support visits
Point 5. Emphasize the importance of national actors:	We engage in consortia with local actors, including profiling local actors to donors Successful advocacy to MOFA in Denmark for localization and local leadership? Supporting/recommending local partners to work as Implementing Partners or Operational Partners with UNHCR. Proactive design/positioning of proposals (before calls are out) with partners.
Point 6. Address subcontracti ng	We co-design projects with local actors e.g. consortia (URRI, IOYPE, NNF, MDA, etc.). For DANISA, SPA, partners lead design using their own processes and tools (e.g. not obliged to use DCA template but ensure strategic alignment with DCA). Partners participate in DCA country Programme formulation and review (i.e. context analysis, CP evaluation and review (partner platforms and critical reflection on Theory of Change, etc.). DCA and partners engage in Partnership meetings; Annual Partner Platforms etc. as decision-making spaces. We have in-country Partner representative to the DCA Partner Group which advises the DCA Board. Consultations are held with partners during policy formulation.
Point 7. Robust organization al support and capacity strengthenin g	Partners budget for admin costs (max. 30%, out of which 7% is Unspecified Admin Fee which offers partner organizations more flexibility in meeting their administrative needs. Partners budget for institutional capacity strengthening. Evidence of published percentage of humanitarian budget to local and national actors ²¹ .
Point 8. Communicat ion to the media and the public about partners:	DCA communications clearly acknowledge the partners/consortia involved, including using the logos of the various actors. For instance, evidence shows that the report on (1) the "Advancing Self-Reliance Among Refugee & Host Communities in the West Nile region through Food Security and

²¹<https://www.google.com/url?sa=t&rct=j&q=&esrc=s&source=web&cd=&ved=2ahUKEwip4N62ufiQAxWkpCcCHeTWNLQMqFnoECC4QAQ&url=https%3A%2F%2Fwww.danchurchaid.org%2Fabout-danchurchaid%2Fresult&usq=AOvVaw0rxVsp2AV29q72nmVuU9n&opi=89978449>

	Nutrition” had the logos of Denmark, DCA, PALM Corps, & Novo nor disk Foundation”²². (2) The “Skilling Youth to Participate in Meaningful Livelihoods and Decision-making Processes in Karamoja” Report had the logos of DCA, EU, DANIDA, African Mission, ADP & Government of Uganda²³.
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CRS

8 Evidence of fulfillment of 8 Commitments						
8 Commitments						
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	Row Labels	Sum of 2021	Sum of 2022	Sum of 2023	Sum of 2024	Sum of Grand Total
	Grand Total to Partners	5,102,750.03	3,394,848.19	1,958,402.35	2,052,894.04	12,508,894.61
	Total Budget	24,968,071.53	19,711,649.25	14,740,206.81	15,606,607.34	75,026,534.93
	%age	20%	17%	13%	13%	17%
	Between 2021 to 2024, CRS Received a total budget of USD 75,026,534.93 and Channeled USD 12,508,894.61(17%) to 44 partners. If compared to target of 25%, it gives a negative variance of 8%.why? , however, they also gave additional capacity strengthening budget of USD 869,369.57 to the local partners over the same period ²⁴ .					
Point 2. Reaffirm the Principles of Partnership	NO CLEAR EVIDENCE PROVIDED.					
Point 3. Increase transparency around resource transfers to national	NO EVIDENCE PROVIDED					

²² https://docs.google.com/document/d/1u-Uw3Zhu1cQtz38kTMIrWciOX9vDLGNp/edit?usp=drive_link&ouid=113307025802782333464&rtpof=true&sd=true

²³ https://docs.google.com/document/d/19yy52-IgQPspXxwZIOHXYm1ZZrbYoY4g/edit?usp=drive_link&ouid=113307025802782333464&rtpof=true&sd=true

²⁴ https://docs.google.com/spreadsheets/d/1csRwLoMoPi-X1X64rbmwwSZkzFvF9Iz9/edit?usp=drive_link&ouid=113307025802782333464&rtpof=true&sd=true

and local NGOs	
Point 4. Stop undermining local capacity	CRS Recruitment Process Map generally has fair recruitment policy however, it doesn't have an explicit clause against poaching of staff from local actors ²⁵ . The organization needs to amend specific provision against poaching in order to streamline their recruitment strategy with the C4C commitment.
Point 5. Emphasize the importance of national actors:	Evidence shows that in 2019 to 2021, CRS rolled out initiatives with donors to make them work directly with local actors. For instance; "USAID TPO Case Study" ²⁶ . However, the single evidence means that the initiative is on small scale. They need to increase the magnitude of their action in the coming years.
Point 6. Address subcontracting	Available evidence demonstrates that local and national collaborators are involved in program design from the onset. Attendance lists from "The ALL Right project" design process ²⁷
Point 7. Robust organizational support and capacity strengthening	CRS has a "Policy on Sub recipients Indirect Cost Recovery – Non-USG Funded Projects", Purpose: This policy sets standards and defines the criteria to be used by CRS to review and approve requests from subrecipients1 (partners) to apply indirect costs to Non-US Government (Non-USG) funded /projects, including discretionary and private restricted projects ²⁸ .
Point 8. Communication to the media and the public about partners:	Evidence shows that in 2024, CRS made communication to the media and public acknowledging the role of local and national actors. Responding to natural disaster emergencies - CRS and Caritas launch "ALL RIGHT WAY project", & CRS Farmer-to-Farmer : Kabeiura Farms ²⁹

CAFOD

8 Evidence of fulfillment of 8 Commitments

²⁵ https://drive.google.com/file/d/1QalgNggFxn56J8RDSNrmieCrgIH_Ouvs/view?usp=drive_link

²⁶ https://docs.google.com/document/d/1URAjOuvvvy2W9zIgT619V3Uk1L-dh40/edit?usp=drive_link&oid=113307025802782333464&rtpof=true&sd=true

²⁷ https://drive.google.com/file/d/1Mlpb1uvbsZuj0PMYSL2TDeGHZM5ZUowS/view?usp=drive_link

²⁹ https://docs.google.com/document/d/1MrkRnZNiINWKJu3U88PKZ1WZk7ZnYTs6/edit?usp=drive_link&oid=113307025802782333464&rtpof=true&sd=true

Point 1. Increase direct funding to national and local NGOs for humanitarian action:	No evidence
Point 2. Reaffirm the Principles of Partnership	CAFOD has a policy on "Strengthening Local Leadership: A Resilient Partnerships Approach for CAFOD's Kenya & Uganda Programme". It provides for working through local partners in Kenya and Uganda, through accompaniment, technical support, and oversight to ensure effective delivery of programmes aligned with CAFOD mission and values. In response to evolving strategic priorities, financial realities, and CAFOD's commitment to local leadership, agency and voices. it places even greater emphasis on partner leadership and autonomy ³⁰ .
Point 3. Increase transparency around resource transfers to national and local NGOs	
Point 4. Stop undermining local capacity	CAFOD implements an open recruitment policy (non-discrimination) based on best candidate. However, Clouse 2 of their Ethical Recruitment Policy states as thus;" We will never directly approach individual local NGO staff to work for CAFOD on a permanent or fixed term contract basis". This is a commitment against direct poaching from local actors as required by C4C agenda 4 ³¹ .
Point 5. Emphasize the importance of national actors:	
Point 6. Address subcontracting	
Point 7. Robust organizational support and capacity strengthening	
Point 8. Communication to the media and the public about partners:	

Finn Church Aid

³⁰ https://drive.google.com/file/d/1nSowJrncgDE7TS-ioFZPe7XnkESgYhOZ/view?usp=drive_link

³¹ https://drive.google.com/file/d/19B22A6p_opGnPy2tIsEGYu7HT-e_HPAT/view?usp=drive_link

8 Commitments	Evidence of fulfillment of 8 Commitments
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	, findings from the analysis of FCA show that through the Ministry for Foreign Affairs of Finland (MFA) funding framework, FCA implemented projects with 100% pass-through budgets to local partners. Partner organizations include: • Prospect Uganda received a total budget 4,095,000,000/= from 2021 to 2025 to implement peace building work • Rural Action Community-Based Organization (RACOB AO) received a budget of 468,000,000 Ugx in 2023 • Development Relief Initiative (DRI) received total of 2,184,000,000Ugx from 2021 to 2024 to implement livelihood projects in Kampala and Wakiso districts • Uganda Change Agent Association received a total of 546,000,000 Ugx from 2021 and 2022 to implement livelihood project in West Nile. Therefore, a total of 7,293,000,000/= was directly received by 4 local actors. Each of these partners received 100% of the approved project budgets, with FCA providing institutional accompaniment, reporting guidance, and compliance assurance. Furthermore, more analysis by the consultant show that under the ECHO 2024–2025 humanitarian consortium, FCA serves as lead agency in TOGETHER greater effectiveness and timely humanitarian education response project ensures equitable resource sharing with national partners. A total budget of 16,421,051,400/= which is 25% was transferred directly to local partners from 2024 and 2025 Local partner organizations include: • Palm Corps received 7% of the budget • Forum for Education NGOs in Uganda (FENU) received 3% of the budget • Cheshire Services Uganda (CSU) received 7% of the budget • Hope link Action Foundation received 7% of the budget This was for activity implementation, staff salaries, and operational costs. Therefore, from the analysis while 4 organizations received 100%, 4 organizations under ECHO received 25% releases giving an average of 53% Under strengthen youth voice and civic action for peace building in Uganda project, FCA partnered with Uganda Moslem youth development forum and transferred 420,000 Euros for a period of 2024 and 2025.
Point 2. Reaffirm the Principles of Partnership	From the review of the operational partnership policy 2022³², its explicit and defines 6 categories of strategic partners based on partnership strategy. These include international, national and local NGOs, FBOs, CBOs, private sector for profit and nonprofit business, academic institutions and research institutions. The policy underscores core principles for operational partnership which include respect for human rights, shared vision and strategic direction, complementarity and

³² Operational Partnerships Policy 2022

		added value, equity, equality and independence, transparency and accountability, realism, clear roles and expectations, joint agreed commitment and rights and commitment for results. These principles resonate with C4C commitment two and there is evidence to this fact. For example, in FCA Partners are treated as co-creators, jointly involved in project design, budgeting, and decision-making, open financial reporting, shared monitoring data, and hold quarterly reflection meetings to uphold mutual trust. They conduct joint performance reviews and partner-led evaluations track outcomes and institutional growth and FCA provides technical oversight, compliance mentoring, and supports accountability, without jeopardizing institutional autonomy.
Point 3. Increase transparency around resource transfers to national and local NGOs	3.	FCA demonstrated that they conduct joint planning and budgeting with local actors. They as well have a framework where all funds are transferred to local actors especially the MFA Finland program. FCA only does spot checks and audits. In addition, FCA maintains a structured partnership process to ensure compliance and transparency: Two teaming agreements with local partners were reviewed during the co-creation stage to define joint design and proposal roles. A Cooperation Agreements with partners were reviewed for the implementation stage to formalize responsibilities, budgets, and mutual obligations. Local partners both under MFA and ECHO programs have formally acknowledged receipt of funds and co-ownership of project outcomes through: Signed financial and programmatic reports, joint monitoring visits, and Annual partner reflection and learning meetings. These actions demonstrate fulfilment of transparency around resource transfers to national and local NGOs
Point 4. Stop undermining local capacity	4.	FCA's Human Resource Policy promotes fair and transparent recruitment. All positions are openly advertised and filled through a merit-based process. The organization discourages poaching staff from local NGOs, instead supporting mentorship, secondment, and national surge initiatives that strengthen local capacity and collaboration.
Point 5. Emphasize the importance of national actors:	5.	FCA has an Advocacy and Partnership Framework that guides how calls for proposals are managed to ensure inclusion of local and national actors. Before forming or joining consortia, FCA conducts capacity assessments of potential partners evaluating technical competence, accountability systems, and alignment with donor requirements. This is to ensure partnerships are built on complementarity and readiness rather than substitution.
Point 6. Address subcontracting	6.	FCA ensures local and national collaborators are involved at every stage, from program design to policy formulation and joint implementation. Partners co-design projects, co-develop and implement budgets, and participate in decision-making through shared planning and review meetings. This openness in financial and program management fosters trust, accountability, and transparency. The FCA Partnership Policy (2024) clearly underlines this inclusive approach, which promotes shared ownership and strengthens equitable collaboration across all levels of engagement.
Point 7. Robust organizational support and	7.	FCA allocates administrative and technical support to local and national partners within both humanitarian and development programs to strengthen systems and program delivery. They do capacity

capacity strengthening	assessments and encourage their partners to undergo QUAM (quality assurance mechanism) processes. Evidence also shows that FCA invests a portion of its project-based resources in capacity-building initiatives, including mentorship, financial systems training, and program quality improvement. While most of these investments are embedded within specific project budgets, FCA consistently prioritizes technical capacity development especially in program design, reporting, and systems strengthening. It is important to note that donor guidelines take precedence in determining allocation structures; however, FCA continuously advocates for equitable budget sharing and ensures partners' administrative and technical costs are adequately covered within project frameworks.
Point 8. Communication to the media and the public about partners:	FCA's communication materials regularly highlight the achievements and visibility of its local partners. The logos and success stories of organizations are featured across FCA's publications, online platforms, and IEC materials. FCA consistently credits partners for their technical and community contributions through joint statements, co-branded materials, and web features. For example, during the recent ECHO project learning events and district-level engagements, partner representatives addressed media and government stakeholders directly. Some of the links are listed below; - https://www.kirkonulkomaanapu.fi/en/latest-news/articles/a-school-for-the-whole-village/ - https://teachertaskforce.org/fr/node/1747 - https://www.kirkonulkomaanapu.fi/en/latest-news/news/fca-and-eu-humanitarian-aid-launch-new-project-in-uganda/ - https://www.kirkonulkomaanapu.fi/en/latest-news/articles/support-from-all-sides-for-refugee-schoolchildren-thanks-to-the-eu-funded-include-project/ - https://www.kirkonulkomaanapu.fi/en/latest-news/news/fca-and-partners-launch-tvet-report-at-global-refugee-forum-2023/ - https://www.kirkonulkomaanapu.fi/en/latest-news/news/fca-and-partners-to-launch-major-report-at-global-refugee-forum-education-campus/ - https://www.kirkonulkomaanapu.fi/en/latest-news/articles/vocational-training-unlocks-the-potential-of-refugees/ - https://www.kirkonulkomaanapu.fi/en/latest-news/news/ugandas-step-towards-nationwide-education-reform-assisted-by-fca/ - https://www.kirkonulkomaanapu.fi/en/latest-news/news/refugee-students-head-from-uganda-to-belgium/

Oxfam

8 Commitments	Evidence of fulfillment of 8 Commitments
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	According to the desk review, of a few sampled projects implemented by OXFAM and Partners in Uganda (under the emergency fund facilities for disaster response Oxfam transferred Ugx. 324,000,000 out of 478,800,000 directly to local actors, under the strengthening refugee leadership and local humanitarian leadership advocacy in the Horn of Africa, they transferred Ugx. 1,564,218,000 out of 2,268,000,000 budget and under resilience, inclusiveness, stability and empowerment of communities in Karamoja project, they transferred 249,697,500 Ugx out of 489,641,100/=. Therefore, in total, Oxfam transferred 2,137,915,500/= out of 3,236,441,100/= directly to local actors giving a percentage of 66%)
Point 2. Reaffirm the Principles of Partnership	Oxfam confirmed that it works with and through different stakeholders such as local partners, government, academia, researchers, private sectors and communities. This is done in consultation with Oxfam's partnership principles rooted in the mutual respect, accountability, clearly defined roles and responsibilities guided by Oxfam's core values of solidarity, transparency, and courage among others. Oxfam envisions partnership where partners and Oxfam are at equal footing with openness and transparency to one another. In its partnership, Oxfam promotes partnership where programs/projects are co-created/co-design with stronger voices from partners and contexts in a more equitable and transformative way. Oxfam spans its partnership approach where partners take lead in donor application and later sub-grant Oxfam. For example, partnership between Palam Uganda and Oxfam.
Point 3. Increase transparency around resource transfers to national and local NGOs	Oxfam reaffirms that it works with RLOs/LNGOs and transparency around resource transfers remains part and ways of their work. Before transferring funds, Oxfam does due diligence in terms of Partner Risk Assessment Method (PRISMA). This is done to ensure organizations meet few minimum requirements for partnership. After PRISMA, Oxfam declares funding amount (s) to partner (s), requests partners to share documents to include concept notes, meal plans, work plans and budget documents. Preparatory meetings are organized with partners for everyone to understand in detail about the project, donor, funding amount, time frame, reporting including schedules of meetings.
Point 4. Stop undermining local capacity	Other than poach/recruit staff from RLOs/LNGOs, Oxfam focus is to enhance capacity of RLOs/LNGOs staff through capacity sharing and strengthening so that they are better equipped to support communities by providing quality services. In that way, Oxfam has not recruited any staff from local/national partners but rather it has conducted training. These include LHL, Advocacy, Safeguarding and safe programming, human resource management and policies, communication and digital rights, donor engagement, pitching and M&E Framework for proposal Development, Triple Nexus, Disaster Risk Reduction, among others. These were meant to enhance capacities of Local/National Actors to do their work with a lot of ease and respect.

Point 5. Emphasize the importance of national actors:	The findings reveal that as a practice, Oxfam tells the positive narrative of RLOs/LNGOs to donors and decision makers of the work that they do. A case in point, Oxfam has provided opportunities to RLOs/LNGOs to participate in spaces to tell their own and authentic stories to donors at national, regional and local levels. Oxfam has support direct participation of local actors at different levels such as during Aidex and Grand Bargain meetings in Geneva 2024, one local partner was facilitated to attend, during the Global Refugee Forum-Geneva they facilitated one, during the European Humanitarian Forum in Brussels-Belgium, they facilitated six, during the Humanitarian Network and Partnership Week (HNPW)-Geneva they facilitated one, during the Right in Crises-Nairobi (01), Programme Learning-Addis Ababa Oxfam facilitated seven and during the International Programme Learning in Gambella - Ethiopia they facilitated three. At national Level, Oxfam has directly supported participation of over 200 RLOs/ LNGOs during Grand Bargain, Charter for Change and cross learning.
Point 6. Address subcontracting	Findings show that Oxfam While directly working with and through RLO/LNGOs partners, it focuses on the language of sub-granting as opposed to subcontracting. In sub-granting process, Oxfam works hand in hand with partners through program/design ideation, donor concept and proposal development, taking into consideration views/voices of partners into concept and proposal to ensure it speaks to the contexts. The relationship here is transformative rather than transactional. Oxfam has designed many projects including the ongoing project where PALAM is a lead partner, Emergency respond Fund, Strengthening Refugee Leadership and Local Humanitarian Leadership Advocacy in the Horn of Africa and Globally, and Resilience, Inclusiveness, Stability and Empowerment of communities in Karamoja sub-Region (RISE-K), among others.
Point 7. Robust organizational support and capacity strengthening	Oxfam has conducted robust organization support and capacity strengthening of RLOs/LNGOs. This is done through capacity sharing approach. Two capacity sharing consultative work was done by Oxfam in West Nile and Southwestern Uganda. This was to identify the different capacity needs of RLOs/LNGOs and to find out the different research that RLOs/LNGOs would love to take forward. According to document review, Oxfam spent Ugx. 1,026,367,107 from 2022 to 2025 on capacity strengthening of local partners.
Point 8. Communication to the media and the public about partners:	Oxfam affirms that its way of work is with partners, then communication to the media and the public about partners is part of its work. Oxfam communicates through multiple layers of its staff in terms of meetings, workshops, conferences and seminars, and at local/national, regional and global levels to governments and decision makers and donors about partners. In its communication, Oxfam focuses on both the positive strengths and gaps of RLOs/LNGOs for capacity strengthening and support. It also communicates through research and documentation showcasing the work of local actors to the public.

8 Commitments		Evidence of fulfillment of 8 Commitments
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	1.	Findings from analysis indicate that CARE Uganda's humanitarian funding is 66% directed to local NGOs³³. Partners did not only receive funding for project implementation but are also received overhead costs to support their system development. CARE Uganda has sent funding to 60 local partners in the last financial year, amounting to 5.9million USD. CARE Uganda has organized several workshops to bring on board donors and encourage the locally led vision to increase funding to local partners. The STEPS consortium, comprising AWYAD, HADS, URDMC, TPO, TRW, KRC, and CEPADWN, leads frontline services in General protection, Gender-Based Violence (GBV) prevention and response, Child Protection (CP), and Mental Health and Psychosocial Support (MHPSS). These LNAs lead programme delivery in refugee settlements, with CARE and partners focusing on facilitation, accompaniment, and risk-sharing rather than direct implementation. CARE's approach is aligned with global movements such as The Grand Bargain, Charter for Change (C4C), and Pledge for Change, which collectively advocate for decolonizing aid and shifting power, voice and resources to local actors. CARE Uganda implements the Integrated Business Services Model (IBSM), a comprehensive neo aid model anchored in Capacity sharing, Accountability, and Trust (CAT). Through IBSM, CARE Uganda seeks to transfer power, voice, and resources to local partners, particularly Women-Led and Women's Rights Organizations (WLOs /WROs).
Point 2. Reaffirm the Principles of Partnership	2.	CARE International upholds the principles of equality, Transparency, results-oriented approach, responsibility, and complementarity with its local partners.
Point 3. Increase transparency around resource transfers to national and local NGOs	3.	CARE Uganda reaffirms its committed to increasing transparency around resource transfers to national and local NGOs. Their transparent funds' transfer system ensures clear documentation with partners, fostering trust and accountability. They build partnerships on shared values and principles, prioritizing humanitarian principles, International Humanitarian Law, and non-discrimination. Mutual trust, respect, and risk-sharing are key, alongside transparency, integrity, and clear accountability. They are dedicated to collaboration, driving meaningful outcomes with diverse organizations, and strengthening partnerships for greater impact.
Point 4. Stop undermining local capacity	4.	CARE has not experienced a situation where local and national NGOs' capacity to implement is undermined.
Point 5. Emphasize the importance of national actors:	5.	CARE Uganda's approach to programming is now 100% through national partners. For all proposals, CARE engages donors and emphasize that their work MUST be done through national actors. They have managed to transition projects that were originally directly

³³ Localization Position Paper 2025

	implemented by CARE, to partner implemented. This required negotiating with their donors to appreciate the locally led approach. An example is the SAY project with UNFPA which was directly implemented for over 10 years and is now implemented through national partners.
Point 6. Address subcontracting	All CARE Uganda programs are designed in partnership with partners from the outset. Pre-teaming agreements are in place at the design stage, and partners are involved in design meetings, where they develop their respective budgets and work plans.
Point 7. Robust organizational support and capacity strengthening	CARE Uganda has a locally led strategy that is referred to as IBSM (integrated business Services Model). This model states the delivery approach under CARE's locally led journey and emphasizes the capacity strengthening areas they offer to their partners. These include fund management, compliance, risk, technical support in livelihoods, climate justice and Gender and other areas. CARE Uganda has invested in developing the QUAM plus platform that will support national partners carry out assessments that will enable them build their capacity and be donor ready for opportunities.
Point 8. Communication to the media and the public about partners:	CARE Uganda is a well-known organization that advocates for national partners. This is embedded in our organization's vision and communicated to all our local partners and stakeholders. CARE engaged through blogs, participation in National and international events

Woord en Daad

It should be noted that Woord en Daad is neither a signatory to C4C nor the Grand Bargain but a supporter of localization. Woord en Daad in all countries works through in country partners. The responses provided are for the humanitarian project in Uganda.

Point 1. Increase direct funding to national and local NGOs for humanitarian action:

The total funding to the Local Actors since January 2024 is Euro 2,363,769 (9,218,699,100 /=) which is 75%. This Local empowerment and Development of refuges and host communities (LEAD) project funded by Dutch Ministry of Foreign Affairs. These include, young African Refugees for integral development (YARID), South Sudanese Refugee Association (SSURA), Community empowerment for creative Innovation (CECI), Grapes of New Hope, The Uganda National Apiculture Development Organization (TUNADO), International Foundation for Recovery and Development (IFRAD), Uganda Small Scale Industries Association (USSIA), COW Foundation, HAMIZA Development Foundation, Community Empowerment For Rural Development (CEFORD), Uganda Community Based Association for Women and Children welfare (UCOBAC) and PALM Corps

In addition, Woord en Daad also allocated a total of Euro 12,683 (49,463,700/=) to support localization advocacy and policy influencing activities. This includes support to C4C activities and CRRF localization strategy development processes

There for in 2 years WD has invested **9,268,162,800** /= directly to local actors

Point 2. Reaffirm the Principles of Partnership

Findings reveal that Woord en Daad (WD) uses approaches that promote and grow equitable relationships, and these include,

i) Co-creating partnerships

Interdependent decision-making: To foster local ownership and ensure equitable relationships, in the process of in country partners (local partners) final selection decision-making, WD involves stakeholders in joint decision-rather than a unilateral decision by WD.

Developing Scope of work and Areas of engagement: This is a collaborative effort, where both WD and the in-country partners share equal voice in shaping the intervention, thereby reinforcing local ownership and interdependence. A framework is established for how decisions can be made throughout the project. This protocol ensures that both WD and the in-country partner *have an equal voice and influence over pivotal decisions*.

Feedback Mechanism: In country partners are encouraged to provide feedback on project design, underlining our commitment to an equitable partnership. WD for each project created a structure from project management that include Steering Committee a structure for top level organization management team. This includes WD and in country partners and hold bi-annual meetings to get feedback, provide feedback and respond to emerging issues

ii) The second is project management, which has quarterly meetings to get feedback and also address emerging implementation concerns.

Partnership agreement: A mutually agreed upon contract is signed, detailing roles, revenue sharing, intellectual property, and other terms.

Reciprocal Accountability in Execution: As projects unfold, both WD and the in-country partner are accountable for their roles. Regular check-ins are set to ensure that both parties are aligned in their efforts and that any emerging risks or challenges are jointly addressed.

Point 3. Increase transparency around resource transfers to national and local NGOs: WD share grants information with partners, partners are involved in design processes, budget is shared with them, and they are part of decision-making processes

Point 4. Stop undermining local capacity: Woord en Daad does not do direct implementation of programs and so has thin staff in countries of operation that would not permit poaching from partners.

Point 5. Emphasize the importance of national actors: WD promotes local leadership through advocacy and policy influencing, facilitating participation of partners to influence the agenda, introducing partners to donors and sharing their work with the donors.

Point 6. Address subcontracting: Woord en Daad engages partners and stakeholders from onset through ideation workshop (Canvas workshop), co-creation for ownership and joint decision making.

Point 7. Robust organizational support and capacity strengthening: For all projects both humanitarian and development allocate specific funding for strengthening capacity of in country partners. WD believes in capacity sharing because there are a lot of capacity resident in the partners. We undertake joint capacity strengthening planning and provide tailor made capacity strengthening. Under the LEAD project 2024 – 2028 a total of **Euro 1,350,531** has been allocated.

Special attention for Grassroots Partners: WD recognizes the importance of community-connected and grassroots movements. There may be instances where organizations or movements demonstrate strong alignment with the goals of the project, but do not fully meet all predefined selection criteria. In line with our commitment to inclusivity and local empowerment, we offer special provisions to consider grassroots organizations as potential partners, supported by additional capacity-strengthening packages. We also encourage in-country partners to invest in representing grass root choices (and structures) in the target communities well.

Point 8. Communication to the media and the public about partners: Woord en Daad visibility to the in-country partner through reporting to donors, show casing the work of the partners in newsletter, through the websites, social media platform like, Facebook, youtube, LinkedIn, X and more. <https://leaduganda.eu/>, <https://www.youtube.com/channel/UCL71cJ8wnsX5GTX7mDRxsQQ>

<https://www.facebook.com/p/LEAD-Uganda-61570029387514/>

U-learn

8 Commitments	Evidence of fulfillment of 8 Commitments
Point 1. Increase direct funding to national and local NGOs for humanitarian action:	
Point 2. Reaffirm the Principles of Partnership	Equality Findings show that U-Learn treats local actors as equal partners by engaging them as co-hosts, panelists, and discussion leaders in all convening's and workshops, including the 2024 "Strategic Workshop to Take Stock of Localization in Uganda's Refugee Response" held in Southwest-Mbarara, which we co-hosted with the Western Uganda Humanitarian Platform (WUHP) a local actors' network under the Charter for Change Working Group Uganda (C4C), and included representatives from RLOs, CBOs, and government institutions to ensure inclusive participation alongside international actors. U-Learn promotes equity by ensuring local actors have an equal voice and meaningful participation alongside international partners in knowledge-sharing and decision-making. For example, U-Learn co-hosted a webinar on climate action with the Youth Social Advocacy Team (YSAT) and the Global Platform for Action (GPA), creating a space for dialogue where local and international actors shared lessons and explored collaborative climate solutions within the refugee response. Building on this approach, U-Learn is planning a webinar on localization in the humanitarian sector in partnership with local actors such as African Women and Youth Action for Development (AWYAD) and UNHCR, ensuring that local perspectives are central to sector-wide discussions. Transparency U-Learn fosters open and inclusive dialogue with local actors by bringing them together with INGOs, UN agencies, and other humanitarian actors to exchange ideas, share experiences, and discuss collaborative solutions. In addition, U-Learn ensures equitable access to information by openly sharing opportunities on funding, partnership opportunities and other resources through newsletters, social media, and SLAM broadcasts. Results-Oriented Approach

		U-Learn applies a Results-Oriented Approach by strengthening local actors through capacity-strengthening trainings such as the Accountability to Affected Populations in Action (AAPA) program, which ensures humanitarian and development actors remain accountable to the communities they serve, and PSEAH training, which promotes safe, ethical, and accountable programming, protecting communities and staff while strengthening local actors' practices. In addition, U-Learn provides tools like SHINE-IT, designed to help local actors gather evidence, manage data, validate ideas, and pilot and scale solutions in humanitarian settings, ensuring interventions lead to tangible, measurable results. Complementarity U-Learn strengthens partnerships between international NGOs, local NGOs, and government structures through conveners that we organize. We bring them in the same room to reflect on various evidence and learning resources that highlight good practices, and recommendations that inform their work. For example, U-Learn facilitated multi-level dialogues where local, national, and global actors came together to brainstorm and contribute ideas on sector-wide learning and innovation Agenda, ensuring each partner's unique strengths and expertise are leveraged to achieve collective impact.
Point 3. Increase transparency around resource transfers to national and local NGOs	3.	U-Learn has consistently promoted transparency and accountability in Uganda's refugee response by mapping, documenting, and publicly sharing data on local and national actors engaged in the humanitarian and development space. Through Settlement Level Actor Mapping (SLAM) visualization tool, U-Learn provides an open-access digital platform that visualizes who is doing what, where, and with whom across Uganda's refugee-hosting districts. The SLAM tool captures and classifies organizations according to their type, thematic areas and the locations where they are working. In addition to SLAM, U-Learn regularly disseminates resources from various thematic areas. Here is the link to the U-Learn resource center which is publicly available.
Point 4. Stop undermining local capacity	4.	U-Learn places strong emphasis on the meaningful participation, visibility, and leadership of local actors across all its initiatives. They actively engage them as co-hosts, panelists, and contributors in their convening's, including webinars, learning events, and workshops. For example, U-Learn recently co-hosted a webinar on climate resilience in humanitarian action with YSAT and is preparing another on localization in the humanitarian sector co-hosted with AWYAD, reinforcing their commitment to collaborative learning and locally led engagement. Beyond participation, U-Learn co-develops and co-publishes key documents with local partners, acknowledging their contributions through shared branding and recognition. Through their evidence generation and convening role, U-Learn provides platforms that bring together donors, government representatives, and humanitarian partners to engage directly with local actors and reflect on the value and impact of locally led responses.
Point 5. Emphasize the	5.	

importance of national actors:	
Point 6. Address subcontracting	
Point 7. Robust organizational support and capacity strengthening	U-Learn has invested in strengthening the capacity of local and national actors by supporting their participation in various capacity-strengthening trainings, including the Accountability to Affected Populations in Action (AAPA) and PSEAH trainings. U-Learn has also developed a digital tool the Uganda Skilling Exchange (USE), which maps skilling centers across the refugee hosting districts, enabling local actors to easily access and acquire relevant skills. In addition, U-Learn has supported several local actors to take part in national and settlement-level events, allowing them to engage in high-level dialogues and enhance their technical and coordination capacities. Through the SLAM tool, U-Learn continues to improve local actors' visibility and access to partnerships. Furthermore, U-Learn financed the consultancy for the development of Uganda's National Localization Strategy, ensuring inclusive participation and ownership by local actors throughout the process. In addition, U-Learn shares practical learning resources such as the Learning and Innovation Agenda (LIA) How-to Guide, which supports organizations in identifying learning priorities, fostering innovation, and designing evidence-based programmes that strengthen resilience in the refugee response.
Point 8. Communication to the media and the public about partners:	U-Learn consistently promotes and acknowledges the work of local and national actors through its communication channels, media engagements, and learning resources, ensuring their visibility and recognition in Uganda's refugee response. U-Learn regularly acknowledges local organizations in its resources, newsletters, podcasts, and social media posts, showcasing their innovations and contributions to humanitarian and development work. For example, U-Learn's Refugee Response Lens Podcast featured local actors such as Last Mile Climate, KRC, and Live in Green where they shared their insights on multifaceted challenges and innovative solutions surrounding the Uganda Refugee Response. U-Learn has supported several local actors, including the Charter for Change Working Group, in developing and disseminating resources such as Localizing Humanitarian Action – Case Studies from Uganda, Kenya, the Philippines, and India. U-Learn has also supported C4C with proofreading, layout and design of their annual dialogue report, Women Summit report, and the stop work order assessment report, click here to access the mentioned reports. Additionally, U-Learn supported UNNGO Forum and National Reference Group by rapporteuring during their annual dialogue and assisted the CRRF Secretariat in visualizing the localization roadmap and developing other communication materials. Local actors are consistently acknowledged across U-Learn's newsletters, social media posts, and other communications channels. In addition, we co-publish key

	resources with local partners and display their logos in these materials, ensuring their contributions are visible and recognized.
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Documented Evidence of C8 Fulfillment

Table 2: Table showing response rate for signatories and allies that provided documented evidence

S/N	INGOs-Provided Documented Evidence	C4C Status	
		Signatory	Ally
1.	Plan International,		
2.	DCA,		
3.	CRS,		
4.	CAFOD,		
5.	Finn Church Aid,		
6.	Oxfam		
7.	CARE		
8.	Woord en Daad		
9.	& U-learn		

Key Informant Interview Respondents

Table 3: Table showing details of KII respondents

s/no	Respondents	Stakeholders Category
1.	No.1. Lango Youth Development Network CBO Moses Otim Augustine, ED 0772004725/ 0393217126 laydnet2012@gmail.com laydnet2012@gmail.com	Endorsers (Local Actors)
2.	No.2. Ker Alur Kingdom Cultural Institution Ochaya Orach Vincent, Executive Director (Jadipu Emeritus) 0772648768 vincent.ochaya@alurkingdom.com , vinceochaya@gmail.com	
3.	Train A Girl Uganda LNGO Janet Mundua 0784553307 trainagirluganda@gmail.com , janetmundua@gmail.com trainagirluganda@gmail.com .	
4.	Kamuli District Advocacy Network NGO Derrick Muzaaya 0778923906/ 0753427070/ 0754940155 kadiyan.org@gmail.com kadiyan.org@gmail.com	
5.	Global Forum For Development Uganda LNGO Morris Chris Ongom, Chief Executive Officer 0774016223 ceo@gloford.org ceo@gloford.org	
6.	Genogeno Development Initiative (GEDI) CBO Okecha Adam 0772581486 gwido2015@gmail.com gwido2015@gmail.com	
7.	Dream Rescue Foundation (DREF) CBO Daphne Atyang, Executive Director 0779 480 571 dreamsrescuefoundationug@gmail.com dreamsrescuefoundationug@gmail.com	

8.	Youth Development and Advocacy Network-Buyende NGO Kimbowa Abdu, Executive Director 0700379827/ 0783761361 yodanbuyende@gmail.com, kimbowabdu@gmail.com	
9.	West Nile Community Action for Rural Development (WN-CARD) Save Lives Yes, No Environment and Energy UNHCR and Danida John Daniel Andruga info@westnilecard.org +256 394849696 +256 784659696.	
10.	CAPAID	
11.	Other local actors -add	
12.	CRS	INGO
13.	Finn Church Aid,	
14.	FCA	
15.	Oxfam	
16.	C4C-Chairperson	Secretariat
17.	C4C-Advisor	

Introductory Letter



Working Group Uganda



Our Ref: TOR/27/10/2025.

1st November 2025

Dear C4C Signatory,

Subject: Introduction of External Consultants for Tracking and Documenting the Attainment of Charter for Change 8- Commitments by Signatories and Supporters.

Greetings from C4C-.WGU Secretariat

I am writing to formally introduce the external consulting team, who are working with us on a time-specific assignment: **“Tracking and Documenting the Attainment of Charter for Change 8-Commitments by Signatories and Supporters.”**

This exercise is a crucial step in our shared commitment to achieving the localisation agenda. This assessment is under Outcome Area: 02 of C4C-WGU Roadmap 2025 (**Advocacy, Research and Documentation**). Objective: 2.1: Fast-track and document the attainment of the 8 commitments of the charter for accountability signed by signatories and supporters.

The consultants assigned to this project are:

1. **Mr. John Ronald Matanda**, Lead Consultant, (Expertise in relation to the project: Localisation & Policy Advocacy)
2. **Mr. Godfrey Alengo**, Co-Consultant, (Expertise in relation to the project: Data Analysis, Monitoring & Evaluation).

Over the next **two weeks (14 days)**, the team will be conducting a comprehensive assessment, which will involve:

- a) Reviewing relevant documentation and data on localisation;
- b) Conducting key informant interviews and meetings with key organisational staff members in charge of partnership and localisation,
- c) Meeting with local partners;
- d) Analysing data and developing findings and recommendations;
- e) Presenting findings at the C4C Annual Dialogue on Localisation Meeting.

Your support, cooperation and insights are vital to the success of this assessment. The consultants are committed to maintaining a professional, transparent, and collaborative approach throughout the process, and all information gathered will be treated with the utmost confidentiality.

Mr. John Ronald Matanda will be the primary point of contact, including for scheduling interviews and general inquiries. Mobile: +256782915994/+256755003374. Email: ronnie.matanda@gmail.com

Thank you for your continued partnership and support in this important initiative. We look forward to the valuable insights this assessment will provide for understanding the progress made.

Sincerely,



Ms. Joyce Julian Acoko
Chairperson, C4C Working Group Uganda.
Executive Director, NUWOSO,
C4C-WGU Secretariat
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Email: joyamama88@gmail.com