IRMG
Internal Risk
Management Group

Advocacy Strategy

Building an Organizational Culture of Zero-Tolerance to Fraud, Corruption, Sexual Exploitation, Abuse and Harassment

March 2021

Acknowledgement

Acronyms and Abbreviations

IRMG	Internal Risk Management Group
SEAH	Sexual Exploitation, Abuse and Harassment
INGOs	International Non-Government Organizations
NGOs	Non-Government Organizations
SWOT	Strength, Weaknesses Opportunities and Threats
M&E	Monitoring and Evaluation

Glossary of Terms

Advocacy   The process of promoting a message or a cause through various media and interventions, with the aim of transformative change within the target group.

Child Abuse   Physical, sexual and/or psychological maltreatment or neglect of a child or children especially by a person within the child's residence or environment.

Corruption   Any dishonest or fraudulent conduct by a person with power or influence to acquire illicit private benefit.

Fraud   Wrongful or criminal deception or utterance of falsehoods or documents intended to result in personal gain.

Risk   A possibility of something bad, irregular or damaging happening and able to result in undesirable consequences.

Risk Management   The process of identification, evaluation, and prioritization of ways and means that ensure a coordinated and dedicated application of mechanisms to prevent, monitor, control, minimize, and/or mitigate the consequences of occurrence of risk.

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1. About the Advocacy Strategy

1.1 An Overview

This is an advocacy strategy of the Internal Risk Management Group (IRMG) that was formed in 2018 by a group of International non-governmental organizations (INGOs) and local NGOs in Uganda. It is part of the broader initiatives to strengthen internal risk management and safeguarding measures, especially cognizant of the significant risk to the organizations, caused by fraud, corruption, and sexual exploitation abuse and harassment (SEAH).

Advocacy is the method of sharing and exchanging of information while bringing about self and joint reflection of experiences that inspire reform within and among members. Advocacy refers to the process of promoting a message or a cause through various media and interventions, with the aim of transformative change within the target group. Simply, put an advocacy strategy is a voice for positive change.

1.2 Rationale for the Strategy

At the time of writing, the IRMG comprises of 66 international and local NGOs and its purpose is to prevent, mitigate and safeguard against risks relating to fraud, corruption and SEAH. Aware of the high reputational risks and the sensitivity of the issues involve, the IRMG intends to use this strategy to strengthen sector-wide collaboration, cooperation and exchange of information among organizations. The IRMG provides a safe space and a platform to discuss misconduct and risk issues within organizations as well as to benefit from joint learning, refection and sharing of experiences. These are beneficial practices that many organizations do not have the capacity to implement them individually. The rationale for this strategy is to act as reference document as part of other efforts to build the capacity of IRMG members to appreciate and competently respond to internal risks that they face or may face in their world of work.

1.3 Methodology

The advocacy strategy follows an online survey conducted between December 2020 and February 2021 to which IRMG members expressed their views and messages that are needed for reform. It has also been informed by review of literature on advocacy best-practices to prevent and mitigate risk in organizations.

2. A Situational Analysis

2.1 Advocacy Landscape among IRMG Membership

Overall, advocacy is not high on the agenda of most organizations. Most organizations find challenges in finding time, deploying staff or investing in advocacy activities. There is a false perception that there are '*some organizations that are good at it and therefore should do it*' yet advocacy ought to be mainstreamed as an aspect of corporate governance for all organizations. Most INGOs feel that pushing 'hard' on advocacy could boarder on 'meddling into the affairs of Uganda' and prefer to advocate through international community and bodies like United Nations or other platforms. There are also technical capacity gaps. Most IRMG members feel that they require a 'dedicated advocacy officer, budget and strategy'. This is entirely insufficient since progression requires mainstreaming of advocacy in all aspects of corporate life as opposed to its departmentalization. **Everyone is an advocate for what is right. Everyone is an advocacy officer.**

2.2 A Strengthen Weaknesses, Opportunities and Threats (SWOT) Analysis

Strength	Weaknesses
o Organizations have built the capacity to gather evidence on risk and expeditiously deal with arising cases o Most IRMG member organizations have good reputations and hence a moral high-ground to advocate on issues of risk in areas of operation	o Lack of a defined IRMG advocacy strategy o Limited time, knowledge and capacity among IRMG members to undertake advocacy interventions o Limited dedicated staff/human resource base mostly deployed on core project activities o Area not well funded
Opportunities	Threats
o There are funding opportunities for advocacy especially on risk management o IRMG provides an opportunity of working in partnerships as opposed to working individually o Presence of local partners able to undertake advocacy activities	o So many competing priorities for little resources mostly earmarked for service delivery o Some organizations' work puts Government agencies under the spotlight and advocacy position they take in some instances risk bringing them into confrontation with the state

3. The Advocacy Strategies and Interventions

The following are Advocacy Goals, Objectives and Strategic Interventions of the advocacy strategy

3.1 Overall Goal

The Goal of this strategy is**: Building organizational capacity for advocacy to prevent, mitigate and safeguard IRMG members from the risks associated with fraud, corruption and SEAH**

3.2 Core Objectives

The following are the core objectives of the strategy

i. Ensuring that risk management (which combines both fraud, corruption and SEAH) is mainstreamed throughout member programs and operations;

ii. Creating an organizational culture that is conducive to risk management;

iii. Addressing socio-cultural dynamics, norms and behavior that exacerbate existing risks; and

iv. Strengthening partnerships that build avenues for joint learning, reflection and sharing of experiences among the NGO community.

As shown in the word cloud below, advocacy inspires empowerment of IRMG and its members to take a bold stand against fraud, corruption and SEAH. One of the outstanding results anticipated from advocacy is the ability of individuals (both in organizations and their beneficiaries) to take responsibility for both their actions and the reactions/impact that their actions result into. Another key word from the survey on advocacy was the emphasis on one's decision making to create positive change. This entails IRMG members leading by example.

4. Strategic Interventions and Activities

In this section are core strategic interventions and activities to implement this advocacy strategy. Some of these interventions relate directly to advocacy while others are to facilitated/support broader efforts on risk management and safeguarding in the advocacy sphere.

4.1 Ensuring that issues pertaining to fraud, corruption and SEAH are mainstreamed into member programs and operations

4.1.1 Encourage IRMG members to appropriate part of their planned budgets to cover costs that address advocacy activities

4.1.2 Develop training materials and train member staff on fraud, corruption and SEAH policies, codes of conduct and every three years review for capacity gaps that still remain within IRMG membership

4.1.3 Task members to appoint a dedicated staff to prepare and routinely report on activities done on fraud, corruption and SEAH in their annual reporting

4.2 Creating an organizational culture that is conducive to risk management

4.2.1 Offer safe-spaces (that are accessible, functional, and inclusive) within the IRMG to receive and handle private and anonymous submissions relating to fraud, corruption and SEAH

4.2.2 Develop a template for policy for organizations without systems for whistleblowers and witnesses of fraud, corruption and SEAH

4.2.3 Ensure that capacity is built for organizations to put in place case-management processes for investigating and resolving cases related to fraud, corruption and SEAH.

4.3 Addressing socio-cultural dynamics, norms and behavior that exacerbate existing risks

4.3.1 Bi-annually, conduct capacity building session on fraud, corruption and SEAH for IRMG member staff on social cultural dynamics with a view of anticipating, preventing and mitigating the impact of risk from a beneficiary perspective

4.4 Strengthening partnerships that build avenues for joint learning, reflection and sharing of experiences among the NGO community

4.4.1 Establish an IRMG partnership policy between IRMG and its members to sign off and implement this advocacy strategy and follow-up on their implementation
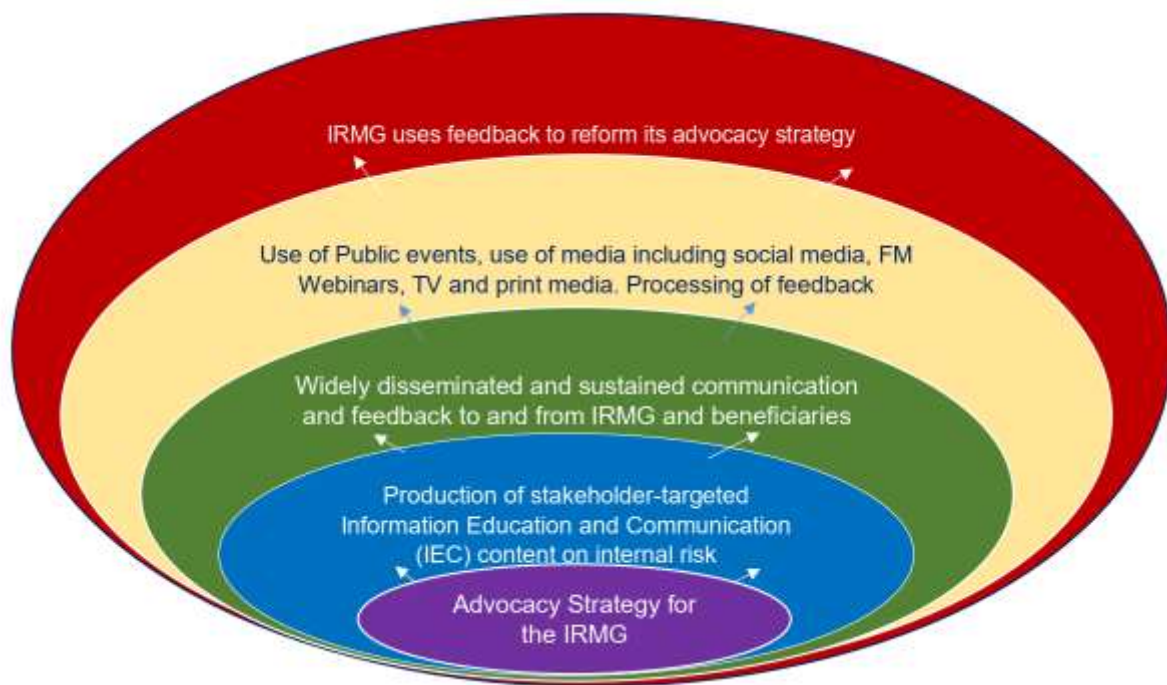
4.4.2 Set up a voluntary scorecard system assessing the extent to which IRMG members have implemented this advocacy strategy

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5. Communication and Messaging

Advocacy is an important tool for expressing opinions and views about an issue. In order for IRMG to amicably address the issues of fraud, corruption and SEAH, it is important that these are publicly and boldly discussed and tackled. This will begin with putting in place various reference materials to support training, awareness creation and capacity building for staff to appreciate their roles in this effort. The endeavor to address fraud, corruption and SEAH can be helped by wide use of modern technology in communication including use of social, electronic and print media. As has been noted in sub-section 4.3, some aspects have social cultural dynamics and may require the engagement of communities in which INGOs and local NGOs are operating. This will call for incorporation of these dynamics in the messaging around fraud, corruption and SEAH. As developments occur in various aspects of program implementation, so shall reviews be made to the advocacy strategy. For instance, there is now increasing focus on ensuring no-one is left behind as part of the global call for action on Sustainable Development Goals that calls for inclusivity in programming.

Fig 1: Advocacy communication Rainbow

IRMG uses feedback to reform its advocacy strategy

Use of Public events, use of media including social media, FM Webinars, TV and print media. Processing of feedback

Widely disseminated and sustained communication and feedback to and from IRMG and beneficiaries

Production of stakeholder-targeted Information Education and Communication (IEC) content on internal risk

Advocacy Strategy for the IRMG

Source: Re-modified from Drake Rainbow Model (2012)

As seen from the communication rainbow, advocacy is powered by Information, Education and Communication (IEC) materials that shall be widely disseminated. The target is to ensure that there is unison in communicating risk management, safeguarding and advocacy so that they don't appear as distinct stand-alone aspects or activities. There will be a process to obtain feedback on advocacy interventions from all IRMG membership to that best-practices are identified and scaled-up and

aspects that aren't successful are dropped or refined. The following are the key messages on the key aspects of risks management and safeguarding:

5.1 Key Messages on Fraud and Corruption

According to the study report Internal Risk Management and Accountability Practices in Uganda the main types of fraud and corruption encountered by IRMG members include:

a) Assets and resource misappropriation;
b) Bribery and kickbacks (including in relation to procurement);
c) Conflict of interest;
d) Diversion of funds;
e) Expense/reimbursement fraud;
f) Falsification of documents;
g) Ghost beneficiaries; and
h) Human resource/recruitment fraud.

According to this report, it was bribery and kickbacks, conflict of interest and falsification of documents that were found to be the most common. By way of recommendations, it was noted that effective messages be echoed routinely against fraud and corruption. IRMG members are asked to share experiences of what has worked and what has not worked as well as investing in tools for managing risk. This in part led to the volunteering of these phrases and messages below:

If you see something, say something – Keeping silent only sustains the problem!

A shame of one is a Shame on us All!

Accountability is the best Responsibility!
Make every coin count

In this sub-section are other categorized messages according target group/audience namely: children, young people and vulnerable adults (both staff and beneficiaries).

Category/Target Group	Message (s)	Media of Communication (first being the best fit modular)	Assumptions
Children and Young People	*No one should be exploited because of their age or gender for economic or political gain*	**Schools plays** Television and Radio advertisements Visuals like pin posters, signage and hand and string puppets (for children) Social Media (for young adolescents)	Institutions like schools are able to take up these messages in music dance and drama events Investments are made to create visuals like pin posters
	Young people should never be bribed or asked to offer any bribe to participate in any project or programme	**Social Media,** Print Media, Electronic Media (TV, radio), and Pin Posters	Resources are availed to sustain this awareness through various media outlets and other avenues
Vulnerable Adults (both Staff and beneficiaries)	*No service delivery should ever be exchanged for economic or political gain*	**Pin posters,** Television and Radio advertisements Print media	All are able to stand up to influence peddling and manipulation of service delivery for private gain
Civil Society Organizations	*Accountability is the best Responsibility!* *Make every coin count!*	**Conferences, workshops** Television and Radio advertisements Print media Social media	Heightened civic competence that makes it easy for CSOs to relay messages on fraud, corruption and SEAH
Donors	*A shame on one is a Shame on all of us! If you see something, say Something!*	**Conferences, workshops** Television and Radio advertisements Print media Social media	Development partners are willing to speak out and not afraid that they voice is 'meddling in national affairs'

5.2 On Sexual Exploitation, Abuse and Harassment

According the Safeguarding assessment report, it was reported that in Uganda, there is a culture of the fear of not reporting 'negative' things that other people in the organization for fear of retaliation or losing a job. This possess a risk because it can lead to a lot of incidences not being reported. This would therefore incorrectly appear as though these bad practices are ignored or being tolerated. This is why it is important that organizations have safeguarding focal points with clear safeguarding roles and responsibilities for SEAH concerns to be reported, investigated by the organizations and handled amicably and comprehensively. For advocacy to be effective there is need for the fear to speak out to be gradually minimized and removed. This and other factors led to the development of the key flagship messages as pertains to SEAH as follows.

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We have a zero tolerance to any Sexual Exploitation, Abuse and Harassment

Treat beneficiaries with Dignity and Respect! Their Rights are the same as Yours!

We hold the interests of survivors and victims as paramount

All persons regardless of age, gender, religion, and ethnicity, whether implementer or beneficiary have the right to safe from harm and abuse!

In this sub-section are other categorized messages according target group/audience namely: children, young people and vulnerable adults/staff

Category/Target Group	Message (s)	Lead (in bold and brackets) and other platforms	Assumptions
Children and Young People	*If you have any concerns about the welfare of the child or conduct of a worker please immediately report to the safeguarding focal point!*	**Safeguarding focal point others:** × Social Media, × Print Media, × Electronic Media (TV, radio), and × Pin Posters	Victims or witnesses are willing to volunteer information
	BE CAUTIOUS: Not everyone online or anywhere is necessarily who they say they are!	**Pin-Posters others:** × Social Media, × Print Media, × Electronic Media (TV, radio)	Resources are availed to sustain this awareness through various media outlets and other avenues

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Category/Target Group	Message (s)	Lead (in bold and brackets) and other platforms	Assumptions
	Never give out your personal information on-line nor anyone without knowing who they are		
Vulnerable Adults and Staff including beneficiaries)	*No service delivery should ever be exchanged for sexual favors or political gain*	**Pin posters and flyers** × Television and Radio advertisements × Print media	All are able to stand up to influence peddling and manipulation of service delivery for private gain
Civil Society	*Safeguarding begins with me and you*	**Workshops and Conferences.** Others: × Newsletters × Flyers × Pin posters, × Television and Radio advertisements × Print media	CSOs appreciate the role of safeguarding and the impact inaction may have on their operations.
Donors	*Safe guarding is everyone's responsibility*	**Workshops and Conferences.** Others: × Newsletters × Pin posters, × Television and Radio advertisements × Print media	Appreciation for safeguarding among the donor community and that information on this issue is regularly shared among development partners

5.3   Communication Success factors

In order for this communication strategy to be a success, the following shall be key critical success factors:

i.   Development of short (4 page maximum) partnership policy document will be required, where IRMG members can sign off in agreement to implement this advocacy strategy and hold members to account and to uphold IRMG standards.

ii.   Investments will be required for IRMG to develop messages for multiple platforms but considering the cost implications, designing bi-annual newsletters on advocacy could help spread the word and showcase advocacy best practices.

6. Strategy Implementation Arrangements

EVERY member of the IRMG will be encouraged to mainstream advocacy as a core aspect of their operations. There are already organizations that are doing very well and could coach others and offer examples and best practices. IRMG will leverage this existing potential in building capacity all round. A stepwise approach is described in this chapter in implementing this strategy as follows:

Step 1: While there are advocacy strategies among various organizations on risk management, **this will be the flagship reference document on advocacy on risk management and safeguarding for the IRMG.** The strategy will be widely disseminated among members.

Step 2: All IRMG members **will be supported to** put in place a mechanism where advocacy events are included, implemented in their annual work-plans and budgets, and in their annual reports.

Step 3: All IRMG members will be urged to **establish safe spaces for recipients of call-ins from whistle blowers and witnesses** of incidents regarding fraud, corruption and SEAH.

Step 4: In order to build capacity, **the IRMG shall support mentoring and coaching of members on advocacy for risk prevention and mitigation** (including fraud, corruption and SEAH).

Step 5: **A voluntary scorecard assessment system** will be set-up against which participating IRMG members shall be assessed on the extent to which they would have implemented and reported on advocacy activities as laid out in this strategy.

Table1: Advocacy Strategy Implementation Matrix

Advocacy Strategic Objectives	Interventions/Activities	Outputs/Indicators of intended results	Means of verification	Timelines (Quarters of the Calendar Year)				Assumptions
				Q1	Q2	Q3	Q4	
Objective 1: Ensuring that issues pertaining to fraud, corruption and SEAH are mainstreamed into member programs and operations	1.1 Encourage IRMG members to appropriate part of their planned budgets to cover costs that address advocacy activities	No. of IRMG members who have budgeted for activities on fraud, corruption and SEAH per annum	Reports of member organizations reflecting risk management and safeguarding (including follow-up actions)	██			██	Advocacy events are included, implement in their annual work-plans and budgets
	1.2 Develop training materials and train member staff on fraud, corruption and SEAH policies, codes of conduct and every three years review processes for compliance within IRMG membership	No. training events conducted on advocacy on issues related to policies and values of IRMG on zero-tolerance to fraud, corruption and SEAH	Questionnaires sent out bi-annually to IRMG members on evaluation of training and the impact it has had on compliance to risk policies	██			██	IRMG membership appreciate the importance of the advocacy processes and allocate staff time to training on risk management and safeguarding
	1.3 Task members to appoint a dedicated staff to prepare routinely report on activities done on fraud, corruption and SEAH in their annual reporting	No. of annual of reports of IRMG members reflecting content on activities done in risk management	Annual survey including the advocacy events held on fraud, corruption and SEAH				██	Advocacy activities are part of the work plans of IRMG members and reported on routinely
Objective 2: Creating an organizational culture that is conducive to risk management	2.1 Offer safe spaces (that are accessible, functional and inclusive) to receive and handle private and anonymous submissions relating to fraud, corruption and SEAH	Proportion of organizations which have offered safe-spaces or facilities (that are accessible, functional and inclusive) to receive private submission relating to fraud, corruption and SEAH	Proportion of responses (private and anonymous submissions on fraud, corruption and SEAH were received and responded to	██	██	██	██	Risk is handled in a way that sustains both confidentially (in privacy) and action or response (in public)

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Advocacy Strategic Objectives	Interventions/Activities	Outputs/Indicators of intended results	Means of verification	Timelines (Quarters of the Calendar Year)				Assumptions
				Q1	Q2	Q3	Q4	
	2.2 Develop a template for policy for organizations without systems for whistleblowers and witnesses of fraud, corruption and SEAH	A guide or template in place on whistleblower and witness protection on fraud, corruption and SEAH for organizations without	▪ Template or guide for a policy to be a reference document for organizations without ensure witness protection and protection of whistleblower	█	█			Members without a policy or guide receive and embrace a new policy template on whistleblowers' protection and witnesses of fraud, corruption and SEAH
	2.3 Ensure that capacity is built for organizations to put in place case-management processes for investigating and resolving cases related to fraud, corruption and SEAH	No. of staff within organizations who have been trained to handle cases on fraud, corruption and SEAH per annum No. of survivors/victims whose needs were addressed if applicable	Training reports on risk and safeguarding (including corruption cases as well as those of survivors and victims)	█	█	█	█	Member organizations have confidence in the handling and swift action on cases of fraud, corruption and SEAH
Objective 3: Addressing socio-cultural dynamics, norms and behavior that exacerbate existing risks	3.1 Bi-annually conduct capacity building sessions on fraud, corruption, and SEAH for IRMG member staff on social cultural dynamics with a view of anticipating preventing, and mitigating the impact of risk from a beneficiary perspective	No. (disaggregated by sex and position) of staff per organization who reported that the training they received had a negative or positive impact on their approach to risk	Training/capacity building reports on risk management and safeguarding including socio cultural dynamics		█	█	█	IRMG membership appreciate the importance of potentially confidential issues (including those relating to culture and social life of beneficiaries of the projects that you run)
Objective 4: Strengthening partnerships that build avenues for joint learning, reflection and sharing of	4.1 Establish an IRMG partnership policy between IRMG and its members to sign off and implement this advocacy strategy and	IRMG partnership policy mainstreams risk management, safeguarding and advocacy in its design and implementation	IRMG partnership policy in place with mainstreamed advocacy themes	█				Advocacy is not approached as a stand-alone endeavor but one that is embedded in all functions of IRMG's work

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Advocacy Strategic Objectives	Interventions/Activities	Outputs/Indicators of intended results	Means of verification	Timelines (Quarters of the Calendar Year)				Assumptions
				Q1	Q2	Q3	Q4	
experiences among the NGO community	follow-up on their implementation							
	4.2 Set up a voluntary scorecard system assessing the extent to which IRMG members have implemented this advocacy strategy	▪ No. of organizations who implemented activities on advocacy on fraud, corruption and SEAH as per this implementation matrix per annum	Annual report showing scores against outputs/indicator performance of the advocacy implementation matrix					A scorecard is set-up with buy-in by the IRMG membership Members fully participate in the scorecard/assessment annually on how they have implemented advocacy activities

7. Partnerships to Strengthen Advocacy

Advocacy within the IRMG shall be embedded in its partnership policy between IRMG and its individual members. The risk management and safeguarding effort for the IRMG will be harmonized (as opposed to these aspects being stand-alone/distinct themes) within the advocacy framework. At the onset, various organizations are at different levels of advocacy – some advanced with established arrangements and programmes for advocacy – others without but aiming to start. The task of the partnership policy is to mentor members towards the same wavelength.

For a partnership policy on advocacy to hold, the following aspects are pertinent:
i.   Clarity of roles and responsibilities – who does what, when, and where?
ii.   Supporting each other in contribution of both ideas, time, and effort
iii.   Mutual understanding and appreciation of the benefits of action
iv.   Mutual understanding and appreciation of the demerits of inaction
v.   Openness in sharing of experiences whether positive or negative

How to put in place a partnership policy on advocacy

Step 1:   Put in place clear coordination structures within the IRMG on advocacy.

Step 2:   Coach and mentor members to establish the right processes and systems.

Step 3:   Disseminate widely the strategy and routinely convene to hold partnership engagements and follow-up on aspects which some members find cumbersome

Step 4:   Support systems for routine reporting on partnership engagements held

Step 5:   Review and refine the partnership arrangements from time to time.

The IRMG already presents a good start for partnership, since as a group it has already established coordination structures with members, some of whom have had risk management systems running for various decades in Uganda and in other countries where they operate. With success, the lessons can be implemented to the benefit of the entire NGO sector, and even wider civil society.
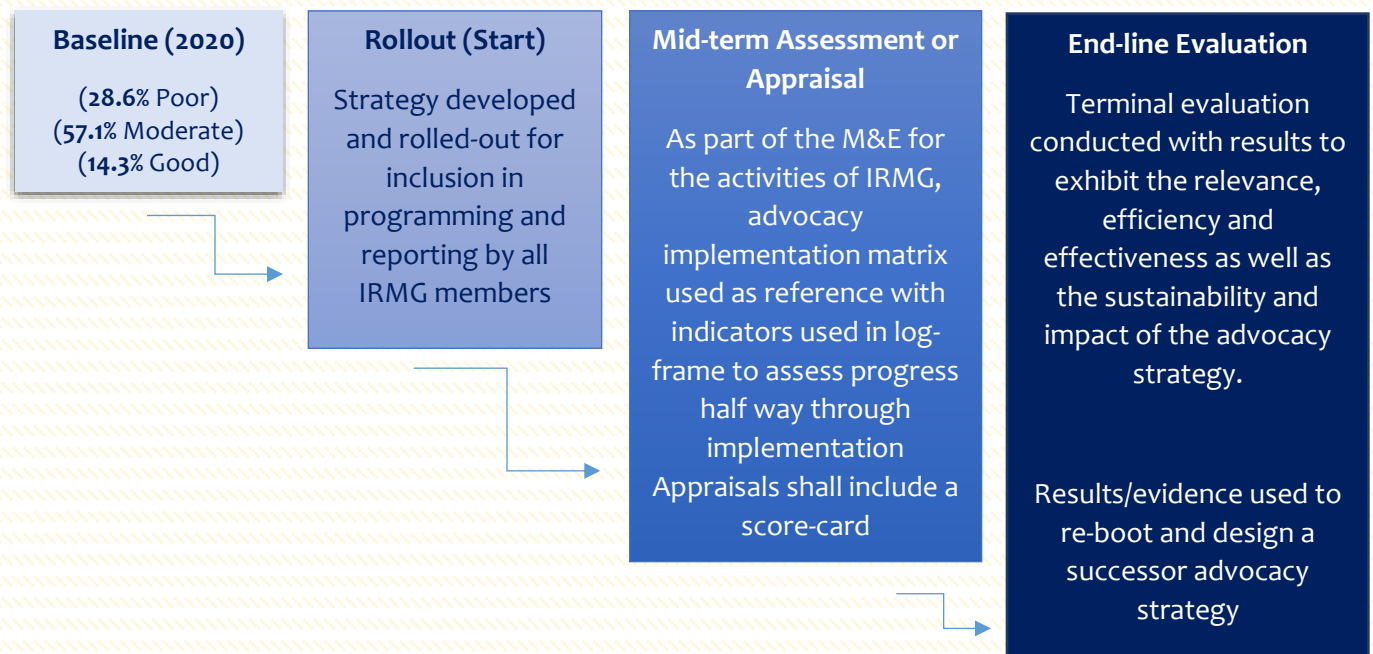
8. M&E Framework for Advocacy

Ultimately, the IRMG will, at different intervals to assess if the advocacy campaign has delivered the intended results! This will warrant an M&E framework be put in place. Instead of putting in place a stand-alone M&E system for advocacy, the advocacy implementation matrix (and the particularly the outputs and indicators) shall be integrated into the overall IRMG M&E logical framework and processes put in place to collect data as the matrix in this report presents.

The IRMG Steering Committee shall be responsible for ensuring that this advocacy strategy is implemented. The Committee, with the support of the program manager and technical consultants, shall develop tools for measuring and tracking progress along the following aspects:
i.   What is the capacity of members for undertaking advocacy?
ii.   Which IRMG members are doing well and therefore can mentor others?
iii.   How can we measure progress or the lack thereof?
iv.   With what tools do we measure our progress?
v.   How can we routinely collect data and use it for risk reduction and reform?

M&E can be broadened to include an aspect of collaborative learning. This means that measurement of performance is effective only when results meaningfully transform organizations' attitudes, policies and reduce risk. This requires that the structure for M&E become a continuum as shown below.

Fig 2: M&E continuum for mainstreaming Advocacy into IRMG programming

Baseline (2020)	**Rollout (Start)**	**Mid-term Assessment or Appraisal**	**End-line Evaluation**
(28.6% Poor) (57.1% Moderate) (14.3% Good)	Strategy developed and rolled-out for inclusion in programming and reporting by all IRMG members	As part of the M&E for the activities of IRMG, advocacy implementation matrix used as reference with indicators used in log-frame to assess progress half way through implementation Appraisals shall include a score-card	Terminal evaluation conducted with results to exhibit the relevance, efficiency and effectiveness as well as the sustainability and impact of the advocacy strategy. Results/evidence used to re-boot and design a successor advocacy strategy

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Annex 1 IRMG MEMBERSHIP

	INGOs			
1	Farm Africa	28	CARE International in Uganda
2	SNV Netherlands	29	Voluntary Service Overseas (VSO)
3	EMERGENCY	30	Oxfam
4	ADRA	31	BRAC
5	Jhpiego	32	GOAL
6	Population Services International (PSI)	33	War Child NL
7	Farm Radio International	34	Diakona
8	Food for Hungry	35	Malteser International
9	Protos	36	Finish Church Aid (FCA)
10	Norwegian Refugee Council (NRC)	37	Finnish Refugee Council (FRC)
11	Tutapona	38	Give Directly
12	Avocats Sans Frontières	39	AVSI Foundation
13	Plan International	40	Self Help Africa
14	Catholic Relief Services (CRS)	41	Dan Church Aid (DCA)
15	Save the Children	42	International Rescue Committee (IRC)
16	International Justice Mission (IJM)	43	TechnoServe
17	World Vision International	44	International Republican Institute
18	Humanity & Inclusion	45	Medical Teams International
19	Welthungerhilfe (WHH)	46	Vi Agroforestry
20	AgriTechTalk Africa	47	War Child Canada
21	African Medical and Research Foundation (AMREF)	48	Samaritan's Purse
22	Restless Development Uganda	49	ACTED
23	Mercy Corps	50	Caritas International Belgium
24	Action Against Hunger (ACF)	51	Trócaire
25	Danish Refugee Council (DRC)	52	Caritas Arua Diocese
26	Lutheran World Relief	53	Transcultural Psychosocial Organization (TPO)
27	Lutheran World Federation	54	LifeNet International
	LNGOs		
1	Joint Effort to Save the Environment (JESE)	7	Soroti Rural Development Agency (SORUDA)
2	Multi Community Based Development Initiative (MUCOBADI)	8	Center For Health, Human Rights And Development (CEHURD)
3	Reach Out Mbuya Parish HIV/AIDS Initiative	9	Chapter Four Uganda
4	Community Empowerment For Rural Development (CEFORD)	10	Community Volunteer Initiative for Development (COVOID)
5	Child I Foundation (CiF)	11	Uganda Society for Disabled Children (USDC)
6	Kabalore Research And Resource Centre (KRRC)	12	Voluntary Action for Development (VAD)