

Inside CivSource 2019

Stepping Out With
Boldness & Style





WELCOME TO OUR **2019 STORY**

CivSource Africa is an independent non-profit advisory organization that seeks to refine the practice and footprint of philanthropy in Africa, for authentic civic engagement. We are pioneers in the space where philanthropy and civil society meet and seek to foster an environment that nurtures mutually beneficial relationships and stewardship of entrusted resources.

We provide thought leadership on strategic financing models for effective philanthropy and civic engagement. We also facilitate open and informed conversations pertaining to philanthropic giving and civil society organizations.

2019 was year two of CivSource. Our strategic focus for 2019 was to, “deepen and consolidate our work”. This issue of Inside CivSource is our 2019 Annual Report. It presents a summary and highlights of our activities and engagements in the course of the year.

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Publisher: CivSource Africa
Cover Photo: Nzuri Afrika
Contributors: CivSource Team



NOTE *from the* CEO



STEPPING OUT...

Where did the time go? That's the thought on my mind as I sit to reflect on all we've accomplished as a team in 2019. The days seem to have flown by. As I look back, I know in year two of CivSource, we stepped out in boldness and style!

We held our first ever CEO retreats. We held an all-female and an all-male CEO retreat in January and February respectively. We knew we wanted to provide a retreat experience for leaders. But how to make it meaningful? How do you invite people to a process that has no program? A process where you come and literally allow the facilitator to take you by the hand and gently guide you towards your soul?

The second first for CivSource was organizing an all-male retreat. As we wrote the email inviting the men, we wondered if they would be suspicious of us. Would they wonder what ulterior motives a woman headed organization had in planning an all-male retreat? But they came anyway. Their testimonies, some of which you will read in here, are heartwarming.

We stepped out boldly through the questions we asked and the conversations we sparked, on philanthropy and giving in Uganda. Through our flagship program called "Omutima Omugabi" (A Heart That Gives), we went out on the streets of Kampala asking people what they thought about Ugandan philanthropy. We hit the streets looking for and documenting stories of community giving and giving by grandmothers. It's been an interesting journey that has led us to ask more questions and desire to learn more about giving in Uganda. This will be a running theme for us for years to come.

We stepped out boldly as we set up two funds. The Kuonyesha Art Fund is a collaboration between us, Robert Bosch Stiftung and DOEN Stichting. The Fund aims to highlight and showcase the whole range of artistic expression and talent in Uganda, starting in three locations of Gulu, Karamoja and Kampala (as a pilot phase). The arts are a new space for CivSource but from our very inception, we were clear that we wanted to work with civil society as broadly defined (beyond the narrow confines of NGOs). As we implement the Kuonyesha Art Fund, we are excited to learn from and about artists in Uganda.

We also started CivFund - Zishaye through which we want to ignite hopes, dreams, action and change. We are also starting CivFund to learn and develop best practice models to impact philanthropic practice on our continent, in a way that enables them propel civic engagement for social justice. Zishaye is also intent on extending opportunities to groups that wouldn't traditionally qualify or fit into mainstream funding opportunities.

We stepped out boldly to learn and grow together as a team. We introduced the Monday Huddle where we come together first thing on a Monday morning, for 15 minutes, to share what our week looks like and enlist each other's support as we think through, plan and execute our work.

We held 4 quarterly reviews. We deliberately stopped and took time off to assess progress against set plans. For the first time, we each wrote think pieces about our work and its direction. We also studied two books together. We set aside Thursday mornings (9:00 to 10:30 am) to read and learn together. The first was a book we read was titled "Developing the Leader Within You", by John C Maxwell. The next book we studied was "Strategies for Building an Organization with a Soul" by Hope Chigudu and Rudo Chigudu.

During our study time, we had some bold discussions about the state of the CivSource soul and what kind of organizational cultures we are building. This of course is still a work in progress, but we are certain we want to be an organization with a difference.

This year we stepped out boldly onto the international scene. As we participated in two key international forums - the 6th Conference on Philanthropy in East Africa (convened by the East Africa Philanthropy Forum) and the inaugural Kusi Ideas Festival for Africa, hosted by Nation Media Group. It was an honor to have the platform to share our ideas on philanthropy with audiences beyond Uganda.

We stepped out boldly in our second year of existence believing that though we were small and young, yet we had big dreams, big ideas and big ambitions to make our world a better place - one story, one conversation, one leader and one giver at a time.

JACQUELINE ASIIMWE
CEO – CivSource Africa



WE STUDIED THE **CONTEXT**

Throughout the year, CivSource Africa produced advisory notes and context analyses on social political developments in Africa. We studied the internal ecosystems in which organizations operate as well as all of the contextual factors that affect social justice and philanthropy. Given that the context is constantly evolving, we provided updates on consequential developments within the philanthropic and civil society community. As part of this process, we curated several learning spaces and quarterly context conversations. Our context conversations attracted thought leaders and players at all levels of government, academia and the non-profit community.

Through our bi-weekly human rights and political economy trackers, our partners received regular and consistent information on key issues that have implication on civil society and development operations combined with deep insights on the moving pieces within the space they operate.

“The context conversations curated indepth discussions on challenges and opportunities in civil society today.”

CivSource held four context conversations featuring four thought pieces that majorly focused on the shrinking space within the CSO sector and possible opportunities for learning and collaboration. Through the context conversations, we brought together thought leaders and experts in civil society, development partners, government, and academia to share, connect and learn as well as inform and influence further action on issues of interest. The Context Conversations focused on four primary themes:



NO ROMANCE WITHOUT FINANCE:

The analysis examined Uganda’s long history of civil society organizing before independence and how that played a prominent role in shaping what we now know as modern day Uganda. Civil Society in its various formations was instrumental to the independence struggle. It was rooted in Uganda social and economic classes and even its financing very much rooted in that reality. Over the years, as the character of civil society changed, so did the financing of civil society. The analysis mapped the contours of change and contestations that have arisen over time in civil society. It provided a snapshot of the early civil society organizing in Uganda and how it was supported, it also traced the emergence of the new corporate civil society largely represented by the idea of Non- Governmental Organizations with the enduring legacy of this era characterized by the crowding out of other forms of civil society.

MOBILIZING CONSERVATIVE CIVIL SOCIETY:

Given the global trends around Conservative Civil Society which has progressively grown in influence and effected changes in government all over the world, this discussion focused on Uganda where coalitions of Conservative Civil Society have conspired to block progressive ideas in areas such as gender justice and equality. This thought piece highlighted the tactical use of social media to spread propaganda that disempowers the work of civil society and provided insights on how to support social movements without owning their agenda.



STRUCTURING RELATIONSHIPS; EXPLORING THE WORKINGS OF COALITIONS, ALLIANCES AND NETWORKS:

This conversation focused on strategies for building strong, effective and successful networks and alliances as an imperative part of the work within the civil society and development circles. The discussion highlighted the various forms of networking, the pros and cons of each, and made a case for more organic and sustainable ways of networking in civil society.

A PERILOUS LANDSCAPE: A MAPPING OF CIVIC SPACE IN UGANDA:

This analysis on civic space in Uganda highlighted that government uses countless tools to intimidate, harass and punish its critics and those who may hold alternative views on Uganda's political future. It does this because the government sees civic activism as being anti-government or with the potential to spark political unrest. Many activists now openly admit that fear of isolation, community abandonment, reputational damage and economic ruin is leading to significant reluctance to be daring in the face of vast government power. The analysis also highlighted more strategic ways to support bold civic work.



OUR CONTEXT WORK IN 2019

23

BI - WEEKLY HUMAN RIGHTS TRACKERS

4

CONTEXT CONVERSATIONS

4

DEEP DIVE ANALYSES

1

STUDY ON CIVIC SPACE



**WISDOM IS LIKE A
BAOBAB TREE,
NO ONE
INDIVIDUAL CAN
EMBRACE IT.**

AKAN PROVERB

OUR ADVISORY SERVICES

As a philanthropy advisory firm, we help our clients across the private, public, and social sectors create meaningful change that matters towards their most important goals. We provide thought leadership on strategic financing models for effective philanthropy and civic engagement while facilitating open and informed conversations pertaining to philanthropic giving and civil society organisations. We are united to our clients by a strong set of values including a deep commitment to human dignity.

Our advisory team combines deep knowledge and experience across a spectrum of human rights and social justice fields, leadership and other capacity supports. Their collective insights and experience provide the nuanced interaction between civil society and philanthropy.

In 2019, we were contracted by Robert Bosch Stiftung, to provide financial advisory services to four partners under their Women in Public Service (WIPS) program. The financial advisory services include assisting partners to strengthen their financial systems as well as understand and comply with RBS financial reporting requirements.

CivSource was a fiscal sponsor to emerging organizations. Beyond being fiscal sponsors, we also provided programming and strategic thinking support. We are glad to mention that these two organizations are growing both in ability to attract new resources, as well as providing services to their core constituency. We are proud of their growth and are honored to walk this journey with them.



“UNDERSTANDING LEADERSHIP AND ACTUALLY LEADING ARE TWO DIFFERENT THINGS.”

WALKING WITH LEADERS

At CivSource Africa, we are passionate about enabling leaders be their very best selves. We believe critical self reflection is core not only to our quality of practice but to our ability to withstand processes of rusting and erosion.

We believe leaders drive organizations and their well-being is crucial for the health of organizations especially their growth and success.

A part of our leadership work, CivSource Africa runs, The Experience; an Executive Leaders’ Retreat that challenges participants in every field to achieve meaningful leadership growth through a critical examination of self.

The Experience combines the insights of solitude and the collective wisdom of other leaders walking the leadership journey to draw leaders to their fullest potential. In 2019 the retreats were segmented into the Men and Women’s Leaders Retreats.

A LARGE CHAIR DOES NOT MAKE A LEADER.

SUDANESE PROVERB

THE FEMALE LEADERS RETREAT

In January 2019, CivSource brought together 19 female Chief Executive Officers (CEO) and Executive Directors (EDs) of some of the leading companies and NGOs in Uganda in a 3-day retreat at the shores of Lake Victoria. The retreat was a platform for making connections and networking. It provided the leaders with space to reflect on their leadership journeys as well as coaching and sharing experiences on scaling leadership heights.

AN EFFECTIVE PEER NETWORK TO SHARE EXPERIENCES

It is often said that “It’s lonely at the top” and as a leader, I identify with that saying. Executive Directors in the nonprofit sector can sometimes feel isolated and this retreat enabled us to create an effective peer network to share experiences, empower, encourage and learn from each other. Getting to spend a few days away together as leaders and reflect on our leadership journeys and take the opportunity of the new year as a fresh start to challenge ourselves to do, be and lead better in 2019, was a blessing. I was able to share about the importance of balancing work and life, understanding and being passionate about the work we do, identifying our ‘purple cow’ and making it visible, following trends, being fluid and futuristic.

Jacqueline Ayuya Mukasa
Executive Director, Center for Public Interest Law



I WAS REBORN AT THE RETREAT

The retreat re-introduced me to the idea of having conversations with self, which I had neglected for over 5 years. I judged myself harshly without reflecting on its impact on my emotions, body, family, friends and career. I can say I was reborn. I am taking baby steps in fulfilling my dreams while passing on what I learnt to those willing to lend a listening ear. I have a sister with whom I chat daily and do not fear sharing my weaknesses with her. Some things happen for a reason, and I will never doubt why I met ‘the witch’ in 2019!

Bernadette Bakkidde
Director, Accss to Land Justice, LANDnet Uganda



THE FEMALE LEADERS' EXPERIENCE JOURNEY





THE MEN'S RETREAT

In January 2019, 16 male leaders also met at a remote location on the shores of Lake Victoria to spend time relaxing and introspecting on leadership, masculinity and the complexities that self-awareness has on anyone's leadership style.

FIRED UP!

"Each session revealed new discoveries within myself and precipitated more questions that I will need to answer and fix... It provided a timely point of reflection to each part of my life, as an individual, a husband, a father and a leader. The retreat challenged my assumptions and unawareness. I had to confront the boxes I had put myself in - the organizational structures, societal norms, and the manly mask behind which I have conveniently hidden my true self.

Francis Musinguzi

FINDING ME!

I had an no idea who I was before, the things I was able to do, the energies and capacities until I went to this retreat. I hadn't realized that there was much more I did not know about myself. I felt more grounded to continue with my passions and interests in all spheres of my life, to continue loving and caring not only about the world but also me!

Michael Aboneka
Partner; Thomas & Michael Advocates



DEEP REFLECTION

I believe that creating more of such safe spaces, for this level of engagement is always necessary. Upon deep reflection, and this has been my default state since the retreat, I have taken the lessons learnt into our work space and there has been a positive shift within our structure and approach to the work that we do.

Severus H Owamparo
Co - Founder, Taala Foundation



DIVERSIFYING CIVIL SOCIETY FUNDING

This year, our commitment to providing creative and practical solutions for civil society challenges led us to set up two local funds. These funds; the Kuonyesha Fund Art Fund and the Zishaye Fund have been especially tailored and designed to fit the complex funding needs associated with East Africa.

Kuonyesha Art Fund

Kuonyesha is a Swahili word that means "to show" and the Kuonyesha Art fund is a local fund in its pilot phase. It is aimed at supporting Ugandan artists from the regions of Gulu, Kampala, and Karamoja. The Art Fund exists to support, nurture and develop art in Uganda; to promote and support artists to improve the quality of their work and to support artistic self expression. The fund launched its maiden call for proposals in November 2019 and we are excitedly embarking on this new journey with the support of Robert Bosch Stiftung and Stichting DOEN. Our aspiration for the Kuonyesha Art Fund is that it will eventually become an Africa wide fund.



CivFund Zishaye

Zishaye is a local fund that cultivates, manages and provides accessible and responsive grant making and accompaniment to civil society for effective civic engagement. It is inspired by the Zulu word "Zishaye" which means "to ingite."

Zishaye is a new beginning and the grant making arm of CivSource Africa. Zishaye serves as a vehicle for hosted donor funds to move resources to advance various social justice issues. The fund is expected to start grant making operations in early 2020 and it is especially intent on extending opportunities to groups that wouldn't traditionally qualify for mainstream funding opportunities.



PHILANTHROPY IS FOR EVERYONE

PHILANTHROPY

The CivSource Africa agenda "to refine the practice and foot print of philanthropy in Africa" has led us to interrogate existing assumptions and biases about philanthropy. So, we set out to shape narratives on philanthropy as a practice that is based on love and not money.

We did this through research and by implementing campaigns around telling the stories of community philanthropy across a spectrum of platforms such as published stories on our website, multimedia videos and speaking platforms. These campaigns were targeted towards mainstream audiences as well as the community of thought leaders in Africa that shape public discourse and development narratives.

At CivSource we understand the power of stories to shift narratives. We have deliberately positioned ourselves to help to influence the narrative of Africa's emerging story of hope.



OMUTIMA OMUGABI

In 2019, we set out on a quest to understand and tell the story of giving in Africa broadly. Our flagship program dubbed #OmutimaOmugabi (A Heart that Gives), documents the ways in which Africans give and celebrates generosity as part of the African social code and cultural legacy. This is now being implemented in part by generous funding from the Global Fund for Community Foundations (GFCF).

PHILANTHROPY RESEARCH

As an extension of our thought leadership on philanthropy and in partnership with Robert Bosch Stiftung, we commissioned a research on philanthropy. The research that focuses on understanding the philanthropic landscape in Uganda will contribute to the body of knowledge on giving and generosity in the Africa.



Date	Event	Topic
Sept 2019	The East African Philanthropy Conference Arusha, Tanzania	Emerging Trends and Opportunities in African Philanthropy
Nov 2019	The YouLead Summit Arusha, Tanzania	Business and Philanthropy; What's Love Got To Do With It
Nov 2019	The African Policy Center Mukono, Uganda	Community Philanthropy as the Future of Development Financing
Dec 2019	Kusi Ideas Festival Kigali, Rwanda	The Promise of African Philanthropy in the next 60 years of Africa

THOUGHT LEADERSHIP ON PHILANTHROPY

Our work on shaping development narratives on philanthropy was also driven by our thought leadership engagements on African philanthropy across the continent.

OUR NETWORKS, RELATIONSHIPS AND PARTNERSHIPS

CivSource believes in the power and value of partnerships. IN 2019, became members of networks that advance philanthropy;

WORLDWIDE INITIATIVE FOR GRANT MARKER SUPPORT (WINGS): We joined WINGS; a network of over 130 philanthropy associations and support organizations in 45 countries around the world. CivSource Africa is now a member of the WINGS Forum host committee; a strategic role critical for contributing to the agenda and outlook of the WINGS Forum 2020 that convenes leaders and thought leaders within the global philanthropy community.

EAST AFRICAN PHILANTHROPY NETWORK: We were elected onto the board of the East Africa Philanthropy Network (EAPN) that brings together Trusts and Foundations in the East Africa region with the aim of promoting philanthropy. We value our strategic role on the EAPN board as being critical to shaping the nuanced forces that influence philanthropy in East Africa.

AFRICAN PHILANTHROPY NETWORK (APN): Given our continent-wide outlook to refine philanthropic practice in Africa. APN; a network that brings together 67 members organizations serving different forms of African philanthropy over 20 African countries, and the only network of its kind in the continent presents an opportunity to contribute to the tactical and strategic moves made to advance philanthropic practice in Africa. As a result, CivSource supports APN's agenda to provide leadership and guidance in mapping and defining the continental philanthropy space and positioning African philanthropy in global development discourse

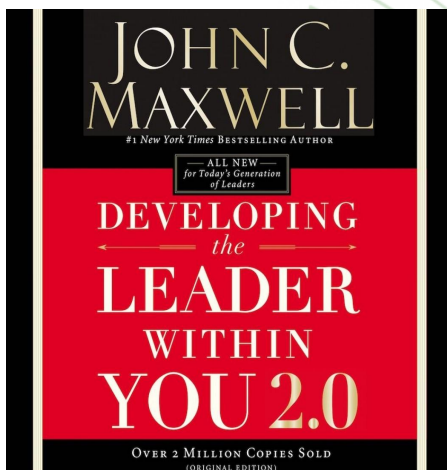
AFRICAN DIASPORA PHILANTHROPIC ADVISOR NETWORK (ADPA NETWORK): ADPA connects, educates, and elevates philanthropic advisors and consultants charged with guiding, influencing and leading the philanthropic goals of families, individuals and institutions across the globe. Our relationship with ADPA is premised on the advantage of leveraging the collective wisdom of firms within the same sector.

“A SINGLE BRACELET DOES NOT JINGLE.”

CONGOLESE PROVERB.

STRATEGIES FOR BUILDING AN ORGANISATION WITH A SOUL

Hope Chiguda and Rudo Chiguda



INCUBATION HUB

As an organization passionate about and providing opportunities to start ups and growing organisations to thrive, CivSource Africa has an incubation hub that hosts nascent organizations. In 2019, we shared our home with the International Center for Research on Women - Uganda (ICRW) focused on gender equality and Muyi Consulting; a development consulting firm.

LEARNING

“we foster wellbeing to attain productivity, growth and sustainability.”

CivSource is driven by the belief that the quality of our work and services is a product of knowledge and that learning is a lifelong process. In 2019, our commitment to learning was manifest using our Master Mind platform as a deep dive study of two issues critical to our work: leadership and influence and institutional development and wellness.

BY CRAWLING A CHILD LEARNS TO STAND. ~ AFRICAN PROVERB

OUR GROWING FAMILY



CAROLINE ADOCH; SENIOR ASSOCIATE
JOINED MARCH 2019

Caroline Adoch is a Human Rights lawyer and Advocate with over 15 years experience in human rights monitoring, research and documentation. Prior to joining CivSource Caroline worked as a grants management consultant for various donors and funding entities. As the Senior Associate, Caroline provides thought partnership and support to the CivSource Program Team. Caroline comes to CivSource with wide knowledge of the Civil Society sector, grants management expertise and abiding optimism in our collective ability to create the future we want.

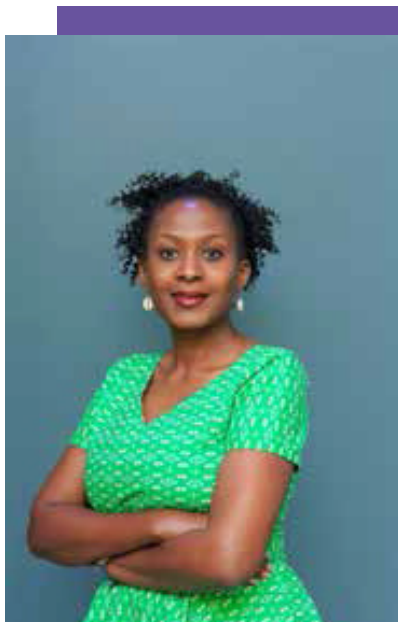
LILLIAN TAMALE; ASSOCIATE CIVFUND
JOINED JULY 2019

Lillian Muyomba -Tamale is a social justice & governance expert, a published researcher with over 20 publications in form of policy research reports, policy briefs, journal articles and an edited book volume. Lillian has more than 17 years of experience in the areas of research, policy advocacy and civil society capacity-development. Lillian has been worked as a Research Fellow at the Advocates Coalition for Development & Environment (ACODE) where she also worked as the Project Manager of the Local Government Councils' Scorecard Initiative. Prior to that she worked at the Anti-Corruption Coalition Uganda (ACCU) as an Advocacy & Capacity Building Officer. Lillian is proficient in programme development and planning, grants management, fundraising, client networking, and government relations.



ELIZABETH MBABAZI; ART FUND OFFICER
JOINED OCTOBER 2019

Elizabeth is a professional fashion designer and artist with over 17 years of experience in the arts sector and arts management. Her career achievements include leading the strategic planning, coordination and successful implementation of several arts projects in Uganda, for example, the Uganda Fashion week (2003 & 2004), the Kampala Art Biennale (2014, 2016 & 2018 editions), the ABSA L'Atelier Art competition in Uganda (2016, 2017 & 2018) with 10 years of managerial experience at one of the premier contemporary art galleries in Uganda (among the top 10 in Africa) - Afriart Gallery. Elizabeth also serves on the advisory board of Culture Development East Africa (CDEA) and the Kampala Arts Trust board. As an Art Fund Officer at CivSource Africa, Elizabeth will handle day to day management, monitoring, communication, and coordination of the fund. Elizabeth brings to the Art Fund a wide experience of working with artists and in the arts sector.



OUR GROWING FAMILY



RAYMOND MUHEKYI

Raymond worked on our Bi-weekly Human Rights and Political Economy tracker to provide CivSource Africa partners and staff with regular and consistent information on key issues that have implications for civil society work.

JACQUELINE NASSIMBWA

Jacqueline supports our disability rights works as well as conceptualizing, developing and implementing different research pieces including our work on civic spaces, philanthropy and child rights.



ALLEN ASIIMWE

Allen worked with the Chief Executive Office and in this role she supported our philanthropy and communications work. She also contributed to organizing the follow up activities for the female leaders who attended The Experience Executive Leaders' retreat. Her work also extended to providing programing support for the Kuonyesha Art Fund.





**“THANK YOU FOR WALKING
WITH US AS WE TOOK BABY
STEPS TO BIG BIG DREAMS”**



LUM OT ACEL PE CWERO OT

Lango Proverb on Generosity

If one strand of grass is removed
from your thatch, to be given to
another without a roof, it will
not cause your hut to leak

