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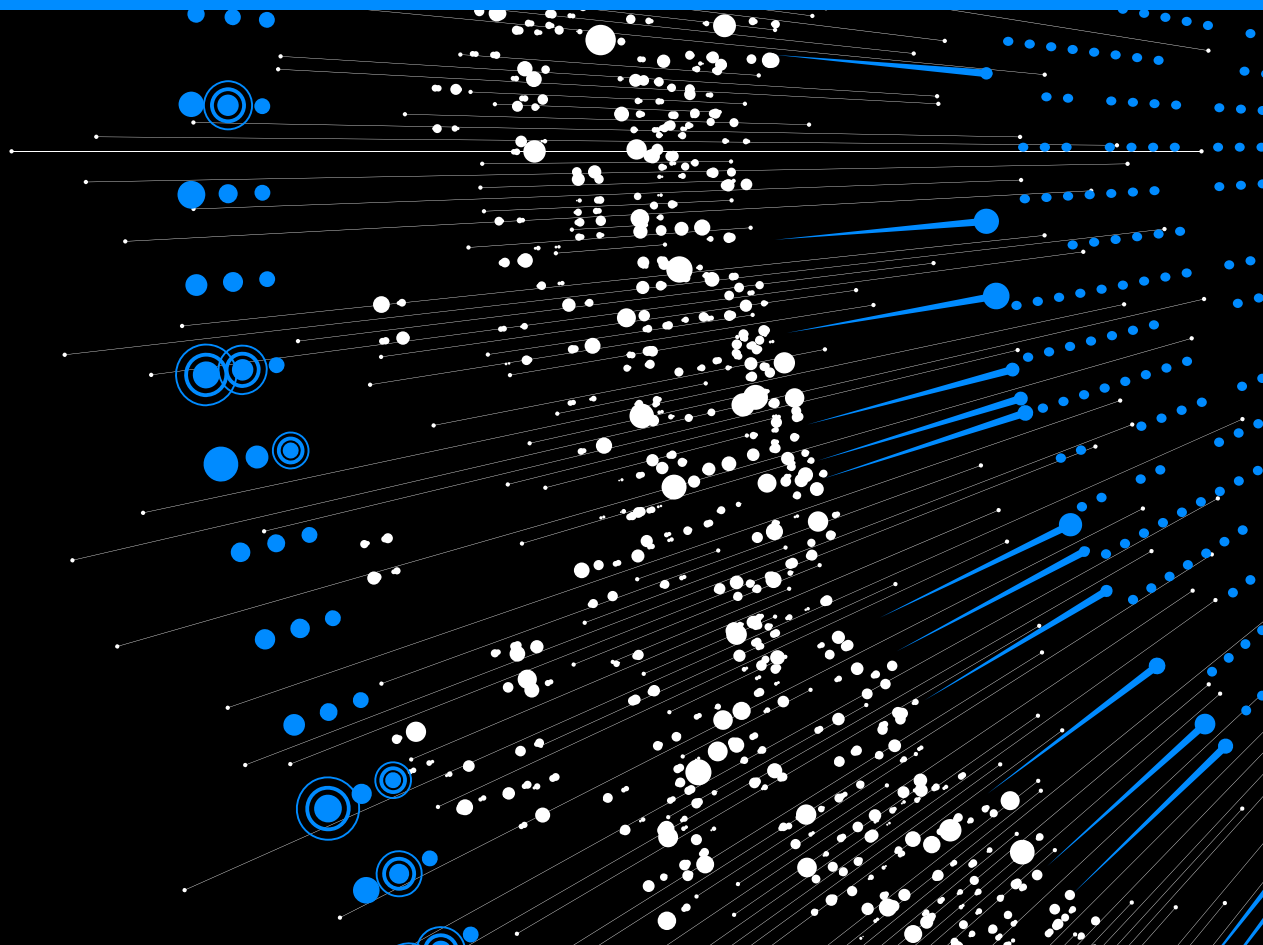
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ANNUAL REPORT 2022

Shaping the Future Through Data and Innovation

Contents

*We are a **Civic Tech** initiative working in the areas of **Transparency and Accountability, and Social Justice.** We believe information access to be an effective tool for initiating and advancing transformation.*

Foreword

As we look back at 2022, we see a year filled with hard work and important steps forward by everyone at the Evidence and Methods Lab (EML). Our dedication to openness, responsibility, and fairness continued to drive us.

Last year was our 6th anniversary and we are proud to have spent six years working on projects that help people understand and take part in society better. This past year, we focused on major efforts like the CITIZERO project and research into how the Internet can be leveraged to improve transparency and accountability. These initiatives showed our dedication to using data and fresh ideas to help people stay informed and involved.

Our work went beyond Uganda, and we are proud to have worked with partners in Kenya, Rwanda, Botswana, Liberia, United Kingdom, United States of America etc. This shows that what we are doing is important not just in our home country, but all over the world.

We also saw great support from our partners, with a big increase in grant income. This shows that they believe in what we are doing and are excited to see what we will do next.

Looking to 2023, we have clear plans. We want to work with more groups who share our goals, deepen subnational reach, connect more with young people online and offline, and make a better contribution to the wider civic space. We are ready to keep supporting our wonderful team, making sure everyone can do their best work in a friendly and respectful work environment.

We hope you will read this report and see not just what we have done, but how we are working to make a better future - using data and new ideas to promote fairness and openness.

As we get ready for a new year, we are excited and determined to keep making a difference. We look forward to working closely with our partners, stakeholders, and our team to reach new heights.

Thank you for being such an important part of our journey. Let's keep working together to build a future we can all be proud of.

Michael Richard Katagaya,

Team Leader

Acknowledgements:

A Heartfelt Thanks

We at Evidence and Methods Lab (EML) extend our heartfelt gratitude to our partners, stakeholders, advisory board, and dedicated team. Your unwavering support and collaboration have transformed EML into a leading data visualization and civic tech organisation in Uganda and got us closer to our target of gaining influence across the African continent. This 2022 annual report showcases our accomplishments and progress, made possible by invaluable contributions from various stakeholders, partners, and devoted team members.
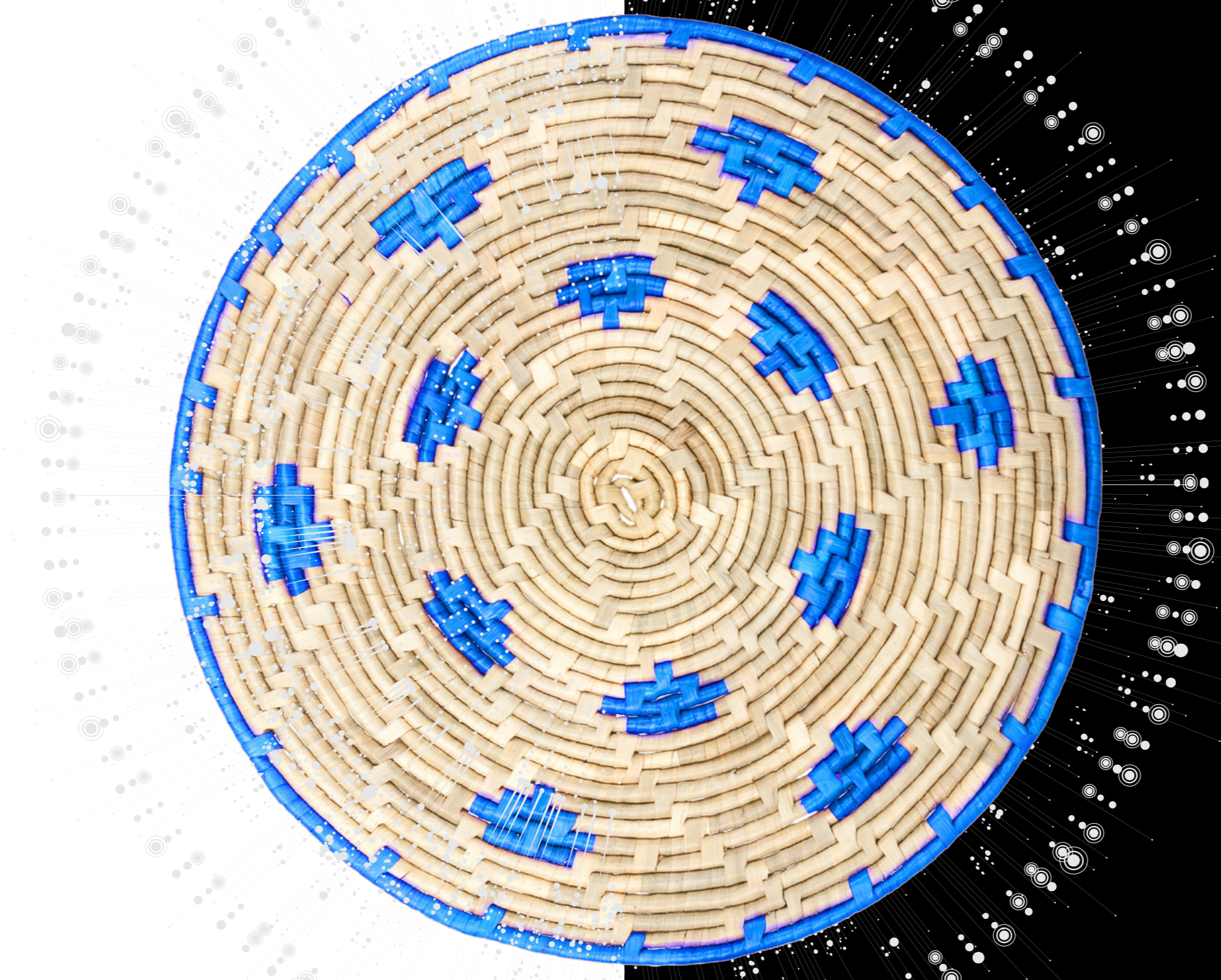
Organisational Growth:

We conducted a comprehensive strategy review to assess the effectiveness of our current strategic plan. This review, carried out with the support of an external independent consultant, allowed us to analyze our achievements, learn from our experiences, and identify areas for improvement. The insights gained from this review will inform the development of our next strategic plan, enabling us to build upon our successes and address emerging challenges.

To ensure our long-term sustainability, we dedicated significant time and effort to developing an organisational growth plan. By consolidating our growth initiatives into one reference document, we aim to streamline our fundraising efforts and enhance our ability to thrive in the long run.

Under our commitment to long-term fundraising and sustainability, we are proud to announce that we secured two-year support from the Internet Society Foundation and the Ford Foundation. This support demonstrates our partners' confidence in our work and allows us to maintain stability, retain our talented staff, and establish a more sustainable funding model.

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Administrative Capacity and Leadership:

Recognizing the importance of strategic leadership, we made a concerted effort to free our management personnel from administrative and project work. Through targeted investments in hiring project officers and strengthening our fundraising arm, we empowered our leadership team to focus on strategic activities, such as fundraising and forming valuable partnerships.

We placed a strong emphasis on reporting and research, actively promoting evidence-based decision-making. By investing in generating data and knowledge, we further solidified our position as a leader in our field and enhanced the impact of our programs.

Participation in the Wider CSO Space:

We are actively exploring opportunities to join groups and organisations within the Civil Society Organisations (CSOs) space. Engagements with various organisations has opened doors for us to contribute our unique value and mandate to the broader civil society space.

Regional Expansion:

Our collaborative efforts and involvement in projects across various regions allowed us to expand our reach and impact. We successfully extended our influence beyond Uganda's borders through projects in Kenya, Rwanda, Botswana, and Liberia. We remain committed to scaling our existing projects, including producing the regional budget for East Africa and incorporating regional nuances into the content we produce.

Audit and Staffing:

As part of our organisational growth, we prioritized learning from our financial processes through comprehensive audits. Implementing recommendations from project audits and internal reviews, we improved our financial practices and accountability.

To strengthen our staffing, we conducted thorough assessments to identify needs and capacity gaps. By seeking external opinions through staff interviews and satisfaction surveys, we gained valuable insights to enhance our staff retention strategies and update our human resource policies.
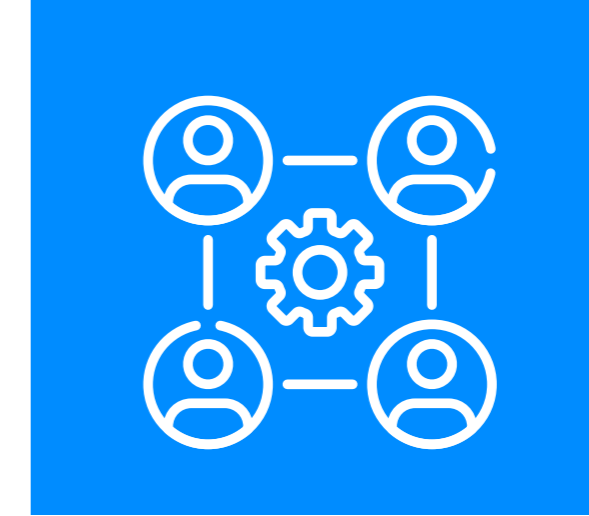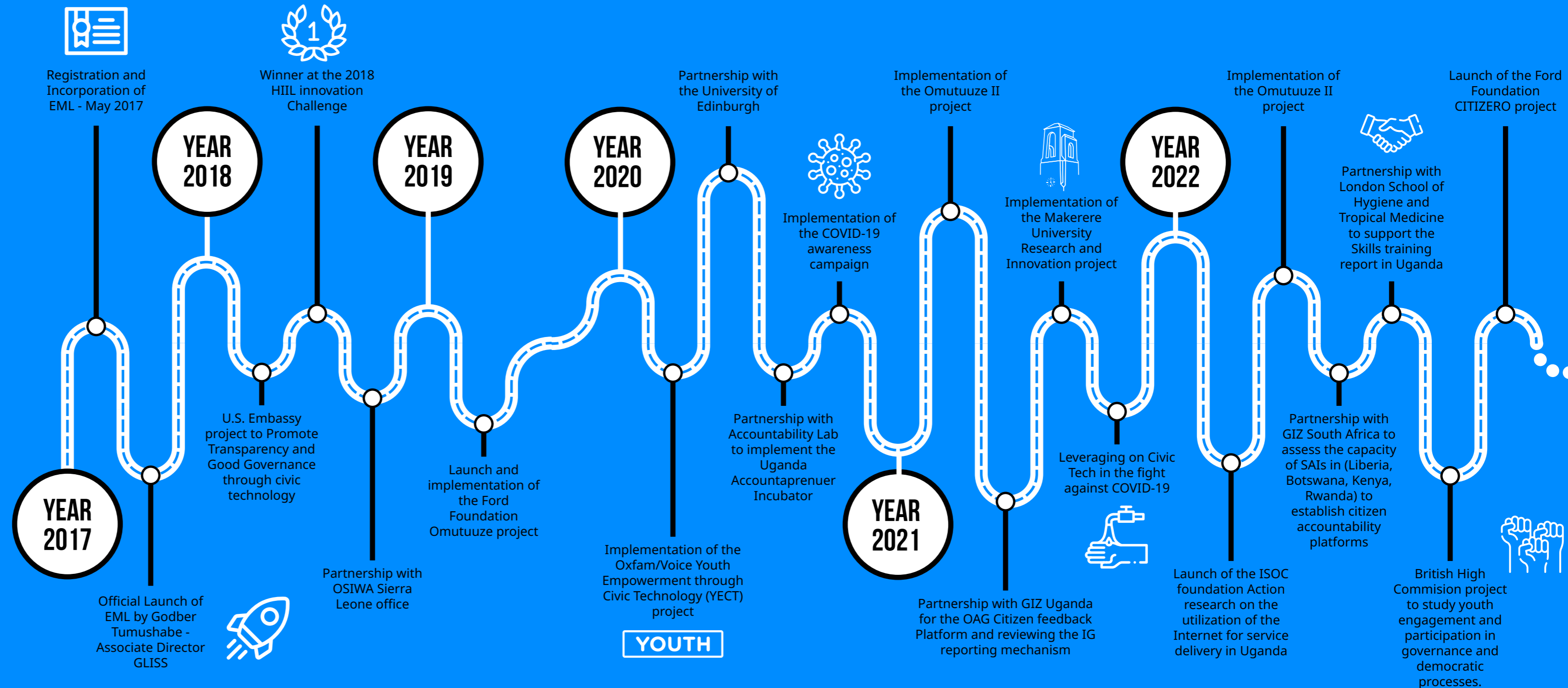
Communication and Infrastructure:

In line with our organisational growth plan, we undertook rebranding and platform reworking initiatives. We provided staff training to improve communication practices and identified software needs across departments, with a particular focus on the design/creative team. Additionally, we upgraded our IT equipment and sought better finance management software to enhance efficiency.

Recognizing the importance of a comfortable and conducive work environment, we revamped our office furniture and equipment.

These highlights offer a glimpse of our endeavors in 2022, which are further detailed in this report. I extend my heartfelt appreciation to our dedicated team, partners, and stakeholders for their continued support and commitment. Together, we have achieved remarkable progress and made a lasting impact. As we embark on the journey into 2023, I am confident that we will continue to work towards our goals.

EML Milestones:
6 Years of Impact

Right from its inception in 2017, EML boosts of tremendous milestones through groundbreaking projects that have empowered individuals and youth based organisations. The past six years have been thrilling with deep dives into projects locally and across the borders such as Omutuzze, Citizero, YECT and accountability incubator which have shown organisational growth.

YEAR 2017

Registration and Incorporation of EML - May 2017

Official Launch of EML by Godber Tumushabe - Associate Director GLISS

YEAR 2018

Winner at the 2018 HIIL innovation Challenge

U.S. Embassy project to Promote Transparency and Good Governance through civic technology

Partnership with OSIWA Sierra Leone office

YEAR 2019

Launch and implementation of the Ford Foundation Omutuuze project

YEAR 2020

Partnership with the University of Edinburgh

Implementation of the COVID-19 awareness campaign

Implementation of the Oxfam/Voice Youth Empowerment through Civic Technology (YECT) project

YOUTH

Partnership with Accountability Lab to implement the Uganda Accountaprenuer Incubator

Implementation of the Omutuuze II project

YEAR 2021

Partnership with GIZ Uganda for the OAG Citizen feedback Platform and reviewing the IG reporting mechanism

Implementation of the Makerere University Research and Innovation project

Leveraging on Civic Tech in the fight against COVID-19

Launch of the ISOC foundation Action research on the utilization of the Internet for service delivery in Uganda

YEAR 2022

Implementation of the Omutuuze II project

Partnership with London School of Hygiene and Tropical Medicine to support the Skills training report in Uganda

Partnership with GIZ South Africa to assess the capacity of SAIs in (Liberia, Botswana, Kenya, Rwanda) to establish citizen accountability platforms

Launch of the Ford Foundation CITIZERO project

British High Commision project to study youth engagement and participation in governance and democratic processes.

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# Our Work in 2022: Transparency, Accountability, and Social Justice

Social Justice:

We simplified and visualized legal information, creating visual summaries of complex laws and raising legal awareness through our 256 comics initiative.

Transparency and Accountability:

We simplified information on the national budget, corruption, and auditor general reports and published 261 engaging visual messages on social media.
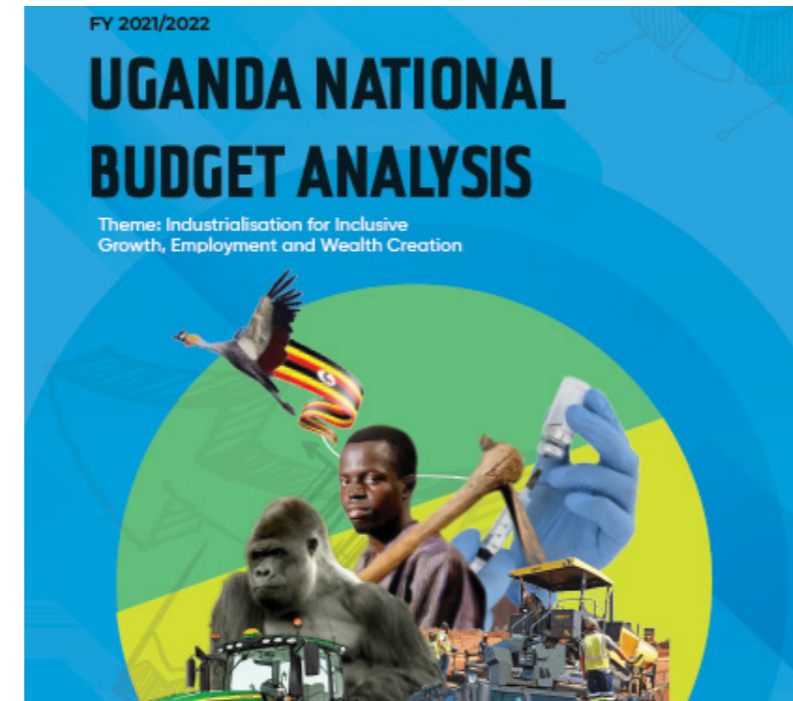
Notable Projects of 2022

The CITIZERO Project

The Citizero project, supported by the Ford Foundation, is a continuation of the Omutuuze project undertaken by Evidence and Methods Lab (EML). The project's primary objective is to promote transparency and accountability by providing simplified and visualized infographics on budgeting and public expenditure information. By making this information accessible, the project aims to bridge the civic engagement gap and empower citizens, particularly the youth, to participate in governance and democratic processes at both local and national levels.

Recognizing that the majority of Uganda's population comprises young people, the project adopts a theory of change that focuses on engaging and targeting the youth. It seeks to foster youth participation by introducing innovative approaches such as incubation, mentorship, and adaptive ideas around governance. By triggering and involving the youth in governance and democratic processes, the project aims to achieve full citizen participation and enhance the overall democratic landscape in Uganda.

OMUTUUZE CAMPAIGN

Seeks to implore citizens to get more involved in the demand for transparency and accountability in service delivery of their country

"OMUTUUZE" loosely means Citizen

KEY OBJECTIVES

Equip citizens with the basic information that can help them get involved in the policy and decision-making processes of their country

Inform citizens about the resource allocation and policy direction of their country
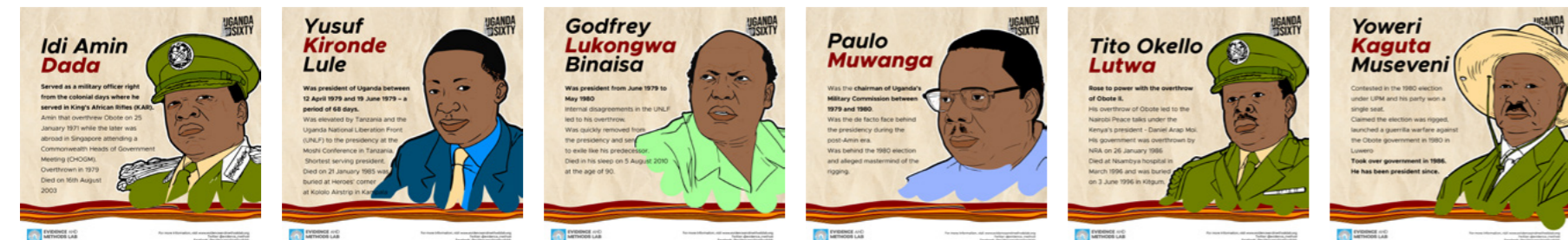
Uganda @60 Project

The project's objective was to chart Uganda's development and trends over 60 years of independence, covering political, social, and economic aspects, and recognizing the contributions of influential individuals. The accompanying quiz on social media aimed to engage the public and foster a deeper understanding of Uganda's history.
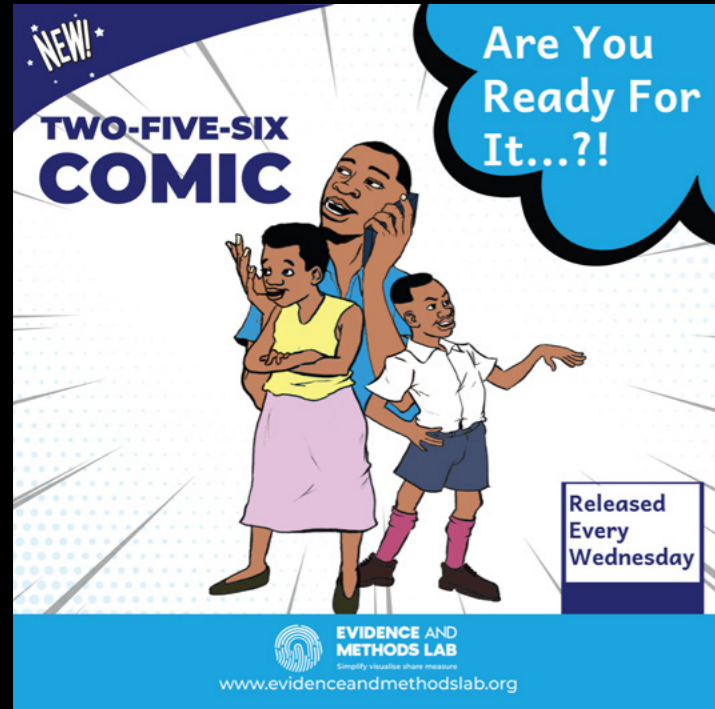

Accountability Lab Virtual Incubator

EML partnered with the Accountability Lab to identify individuals and ventures across the country that are promoting accountability within their communities through the COVID-19 Pandemic. This initiative was intended to grow youth-led initiatives to tackle issues of transparency, citizen engagement and anti-corruption.
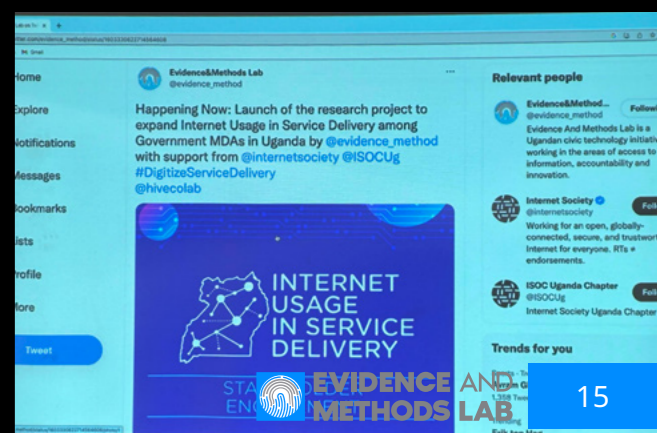
Through this initiative, EML alongside Siasa place (Kenya) recruited 10 accountpreneurs into the virtual incubator that was run in partnership with Accountability lab.

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Launch of 256 Comics

Evidence and Methods Lab has been dedicated to discovering innovative methods for presenting data in a visually appealing format. Our goal is to captivate our audience and foster engagement. As a result, we launched our weekly publication, the Comic Strips.

Action Research on Internet Usage in Service Delivery

In August 2022, EML, in collaboration with the Internet Society Foundation, initiated a two-year research project titled "Exploring Internet Usage for Enhanced Service Delivery and Advancing Transparency and Accountability in Government MDAs and LGs." This action research endeavor is designed to promote the utilization of the Internet in service delivery, enhancing responsiveness to citizens' needs, and fostering transparency and accountability. The project aims to generate empirical evidence applicable to government policy formulation and decision-making processes while encouraging the adoption of innovative approaches for enhancing both the supply and demand sides of accountability.
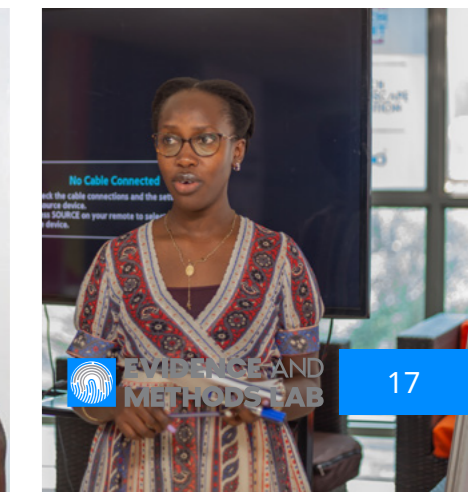
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National Budget Campaign

The Omutuuze II project, a continuation of the Omutuuze I project, focused on transparency and accountability. Its objective was to raise awareness and provide information to the public about the National Budget, public expenditure in Uganda, and reports from the Auditor General.

The project emphasized the 2020/21 National Budget, the Auditor General Report, and other relevant information related to transparency and accountability. As part of this project, EML has published 3 editions of the Uganda National Budget Booklet, which is a condensed version of the National Budget details and includes trends from the past four years and highlights of the Parish Level Development model implemented by the Government, further contributing to transparency and accountability efforts.
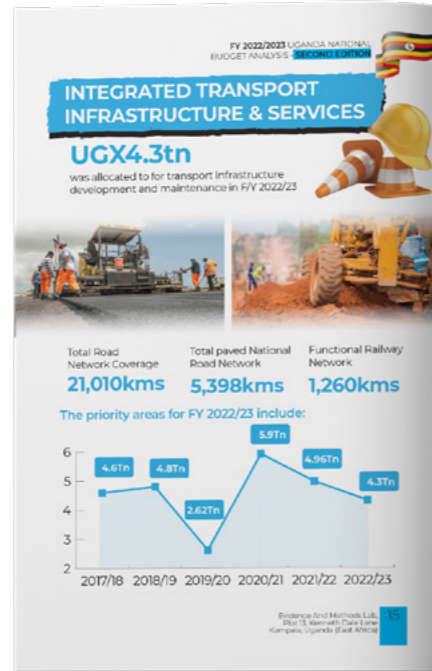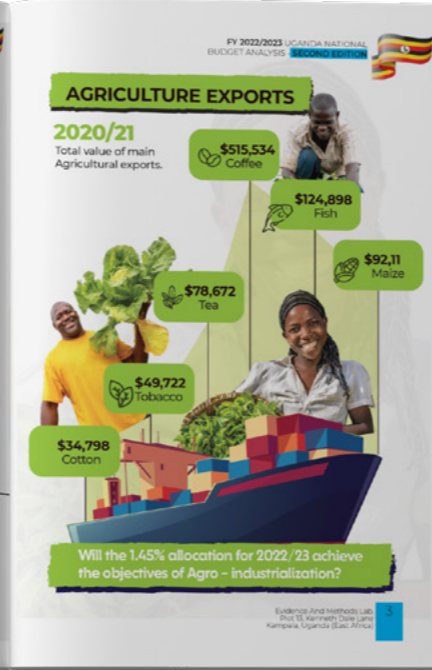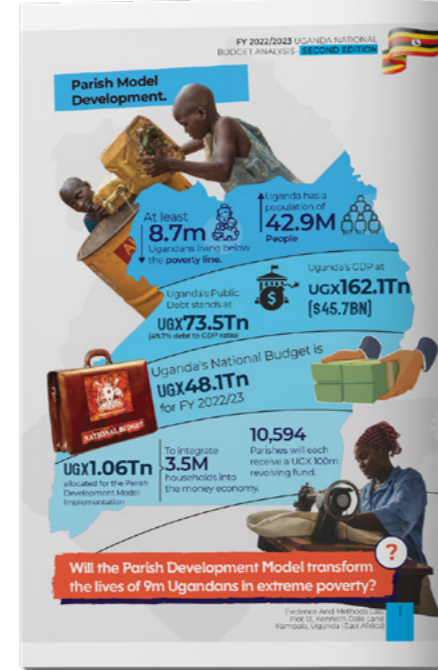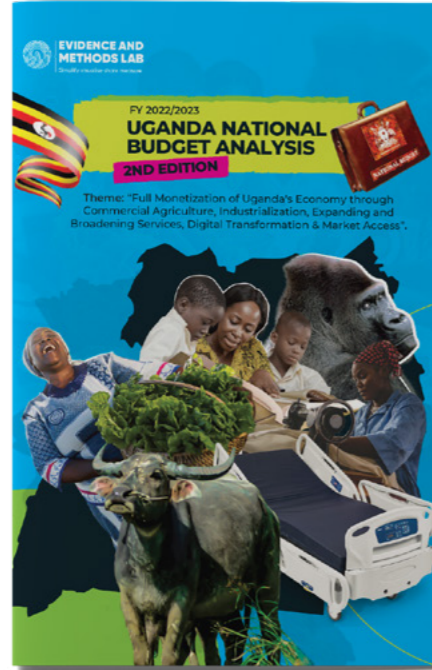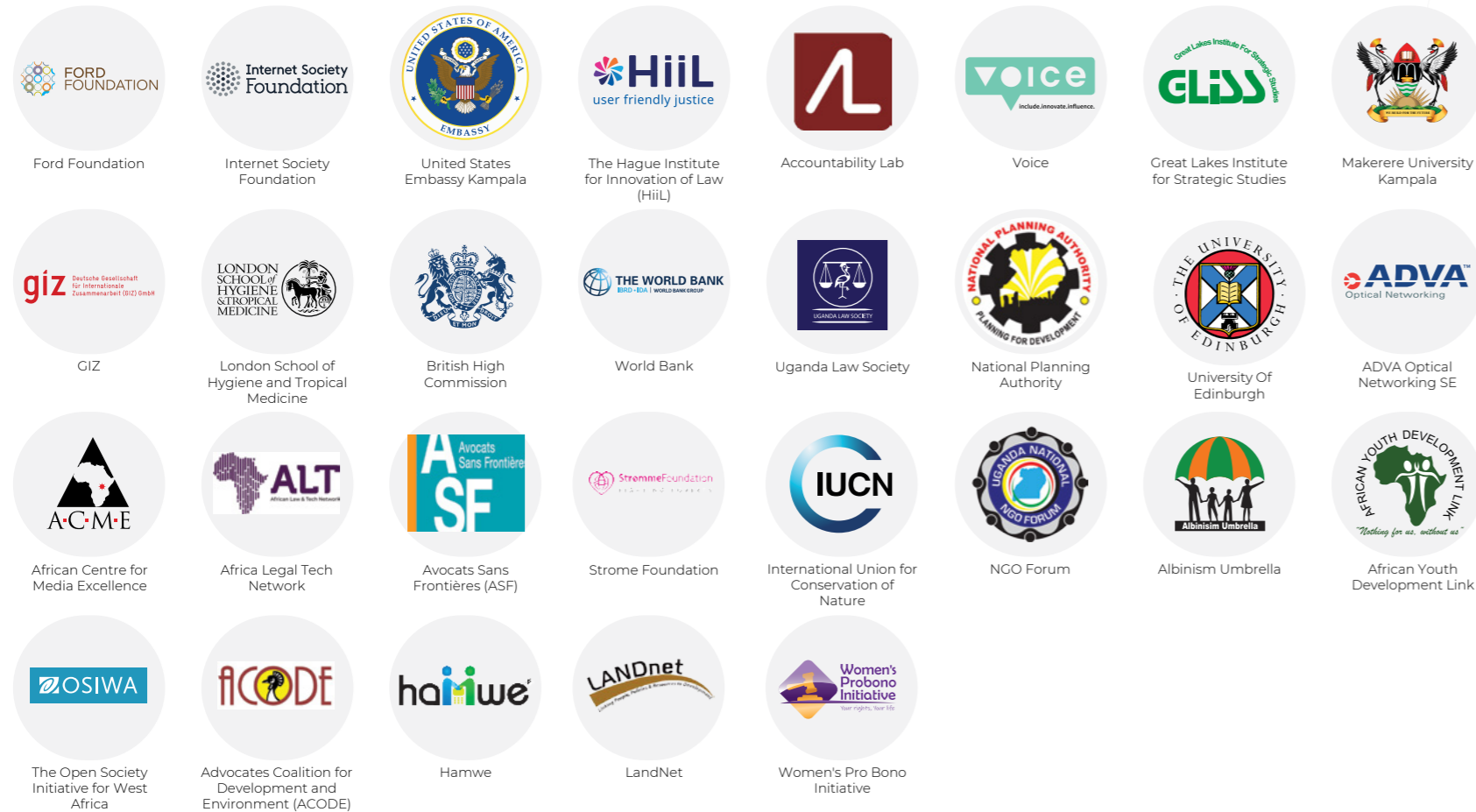

Events and Trainings

Our events included the Accountability Lab 2022 Accountapreneurs Physical Engagement Event, the Accountability Lab Friendraiser Event resulting in the formation of over 100 accountability networks, and the ISOC Project Launch and Stakeholder Engagement, which convened 30 stakeholders from various sectors.

Partners: Collaborating for Success

|		
Ford Foundation	Internet Society Foundation	United States Embassy Kampala
The Hague Institute for Innovation of Law (HiiL)	Accountability Lab	Voice
Great Lakes Institute for Strategic Studies	Makerere University Kampala	
GIZ	London School of Hygiene and Tropical Medicine	British High Commission
World Bank	Uganda Law Society	National Planning Authority
University Of Edinburgh	ADVA Optical Networking SE	
African Centre for Media Excellence	Africa Legal Tech Network	Avocats Sans Frontières (ASF)
Strome Foundation	International Union for Conservation of Nature	NGO Forum
Albinism Umbrella	African Youth Development Link	
The Open Society Initiative for West Africa	Advocates Coalition for Development and Environment (ACODE)	Hamwe
LandNet	Women's Pro Bono Initiative	

Social Media Reach

Evidence and Methods Lab (EML) witnessed notable changes in its social media reach between 2021 and 2022. EML's Twitter impressions showed a substantial increase of approximately **18.14%** during this period, reflecting a growing presence and impact on Twitter. Similarly, the engagement on EML's Facebook page saw a commendable rise, with Facebook engagement increasing by about **30.54%.** However, there was a contrasting trend in Facebook post reach, which experienced a significant decline of approximately **53.72%.** These statistics collectively demonstrate EML's positive social media momentum.
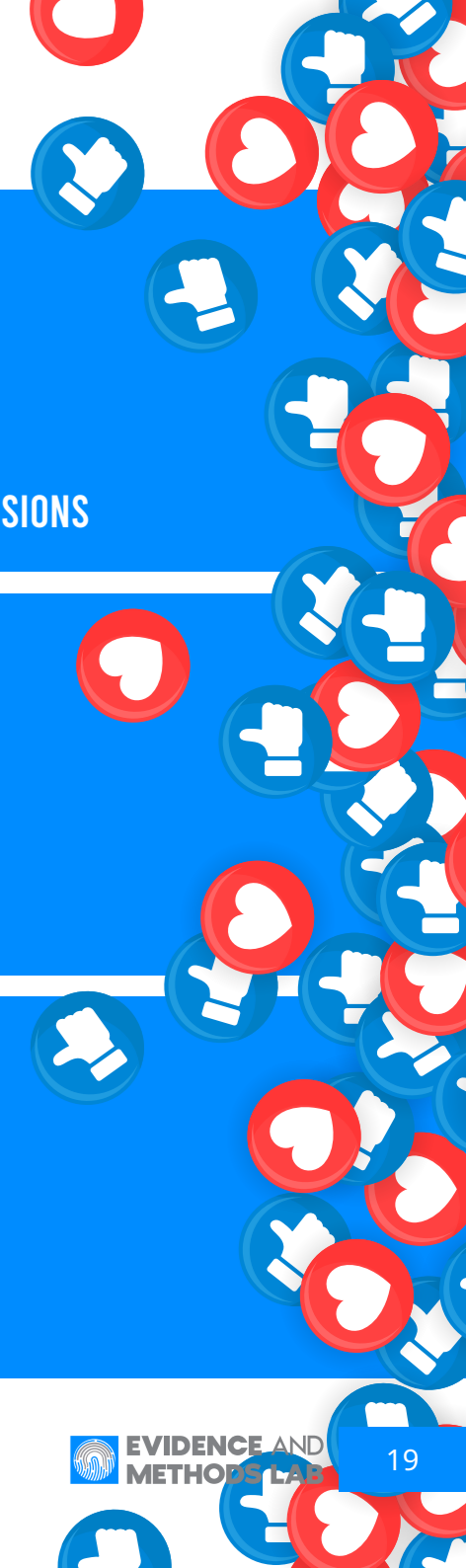
18.14% INCREASE
X (FORMALLY TWITTER) IMPRESSIONS

30.54% INCREASE
FACEBOOK ENGAGEMENT
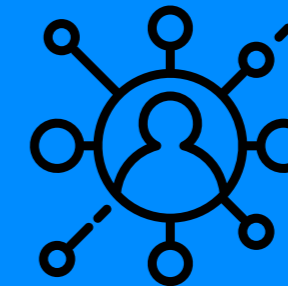
53.72% DECLINE
FACEBOOK REACH

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Financial Achievements:

Evidence and Methods Lab has achieved remarkable milestones in the year 2022, solidifying its position as a leading organisation in the field of data virtualization and evidence based research. The key achievements include:

Significant Growth in Grant Income: The organisation witnessed an outstanding growth rate of approximately 169% in grant income, indicating its ability to secure substantial funding for its research and development initiatives. This expansion of financial resources enables the organisation to undertake more ambitious projects and contribute meaningfully to the advancement of scientific knowledge.

Steady Increase in Advisory Income: Evidence and Methods Lab experienced a steady growth rate of around 19% in Advisory Income. This growth showcases the organisation's expertise and its capability to provide valuable consulting services to external clients. The sustained increase in Advisory Income validates the effectiveness of the organisation's methodologies and strengthens its market position.

Robust Overall Financial Performance: With a remarkable growth rate of approximately 58% in total income, Evidence and Methods Lab demonstrated its financial resilience and sustainable business growth. The organisation's ability to generate diverse sources of revenue highlights its adaptability and success in meeting the evolving needs of its stakeholders.

These achievements signify Evidence and Methods Lab's dedication to excellence, innovation, and its commitment to advancing evidence-based research and consultancy services. We remain focused on leveraging our strengths to deliver outstanding results, create value for our stakeholders, and contribute to the betterment of society.

Overall, the financial performance of Evidence and Methods Lab for the year 2022 showcases impressive growth, with significant increases in grant income, Advisory Income, and total income. The substantial growth percentages and positive shifts in revenue composition suggest a successful year for the organisation, indicating its ability to secure funding, expand its donor, partner and client base, and generate sustainable income streams.

Our Team and Advisory Board

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Looking Ahead: Goals for 2023

As we embark on the next chapter of EML's journey, we have set ambitious goals for 2023 that will drive our organisation forward and expand our impact:

Strengthen and expand partnerships: We aim to forge new collaborations and strengthen existing ones, focusing on regional and international organisations to enhance our reach and influence. The target for the year will be to acquire 3 new partners and establish new working relationships with 5 like minded organisations to implement the activities aimed at attainment of EML's strategic objectives.

Develop and launch innovative projects: We plan to identify pressing issues and launch projects that address transparency, accountability, and social justice, while leveraging technology for greater impact. The team will launch 2 new projects; one targeting transparency and accountability and the other, social justice.

Invest in capacity building and staff development: We will continue to invest in our team's professional growth, ensuring that they remain at the forefront of data visualization and civic tech. For the year 2023, on top of the weekly knowledge sharing and learning sessions, the team intends to organize at least 2 team building sessions and 3 capacity building sessions for the team.

Diversify funding sources: To ensure the sustainability of our projects and operations, we will diversify our funding sources by exploring grants, donations, and other financing opportunities. The year's target will be to submit at least 5 proposal for funding with funders at the local and international level.

Enhance our digital presence: We will continue to bolster our social media outreach, expand our online platforms, and employ innovative technologies to communicate complex information effectively. On top of growing the following and viewership on the current social media channels, EML will commit to open up new communication channels such as TikTok for engagement with the audiences of young people.

Together, with the unwavering support of our partners, stakeholders, and team, we remain optimistic about the future and are confident that 2023 will be another year of growth, impact, and innovation for Evidence and Methods Lab (EML).

Inclusion, Safeguarding, and Code of Conduct

Inclusion

At Evidence and Methods Lab (EML), we believe that diversity and inclusion are vital to our success. We actively foster an inclusive environment, valuing the unique backgrounds, experiences, and perspectives of our team members, partners, and stakeholders. In 2022, we took concrete steps to promote diversity within our organisation and our projects:

- Implemented a diversity and inclusion policy, setting guidelines and targets for hiring and retention.
- Ensured that our training programs and projects cater to individuals from various social, economic, and cultural backgrounds, enabling equal access to resources and opportunities.

Safeguarding

The safety and well-being of our team members, partners, and beneficiaries are of paramount importance. To ensure a secure working environment, we have adopted a robust safeguarding policy that outlines our commitment to protect all individuals associated with EML from harm:

- Instituted mandatory safeguarding training for all staff, including topics on harassment, abuse, and discrimination.
- Established a confidential reporting mechanism for any safeguarding concerns, ensuring that all reported incidents are thoroughly investigated and appropriately addressed.
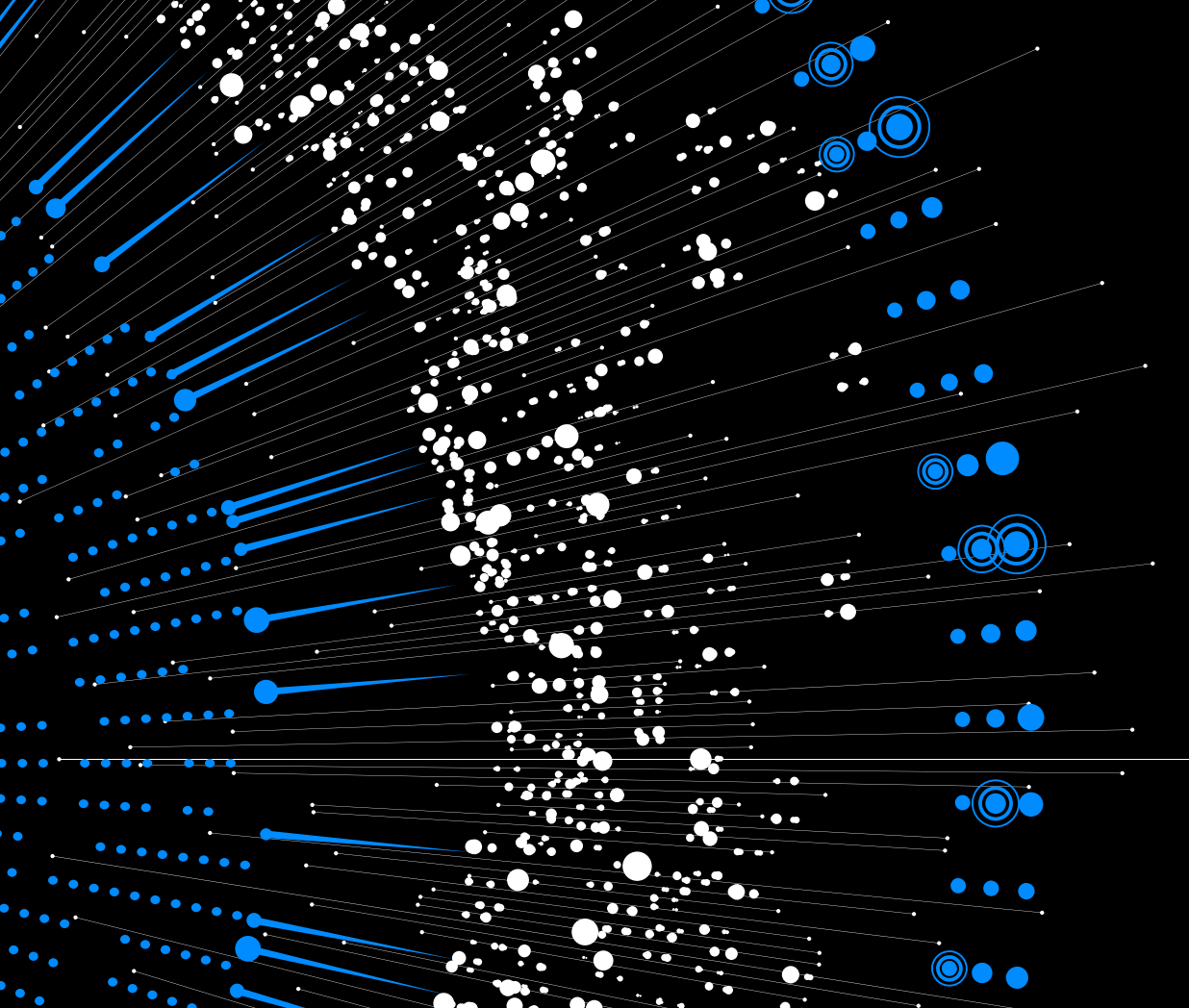
Our unwavering commitment to inclusion, safeguarding, and ethical conduct enables us to foster a positive and productive work culture, driving EML forward as we continue to shape the future through data and innovation.

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