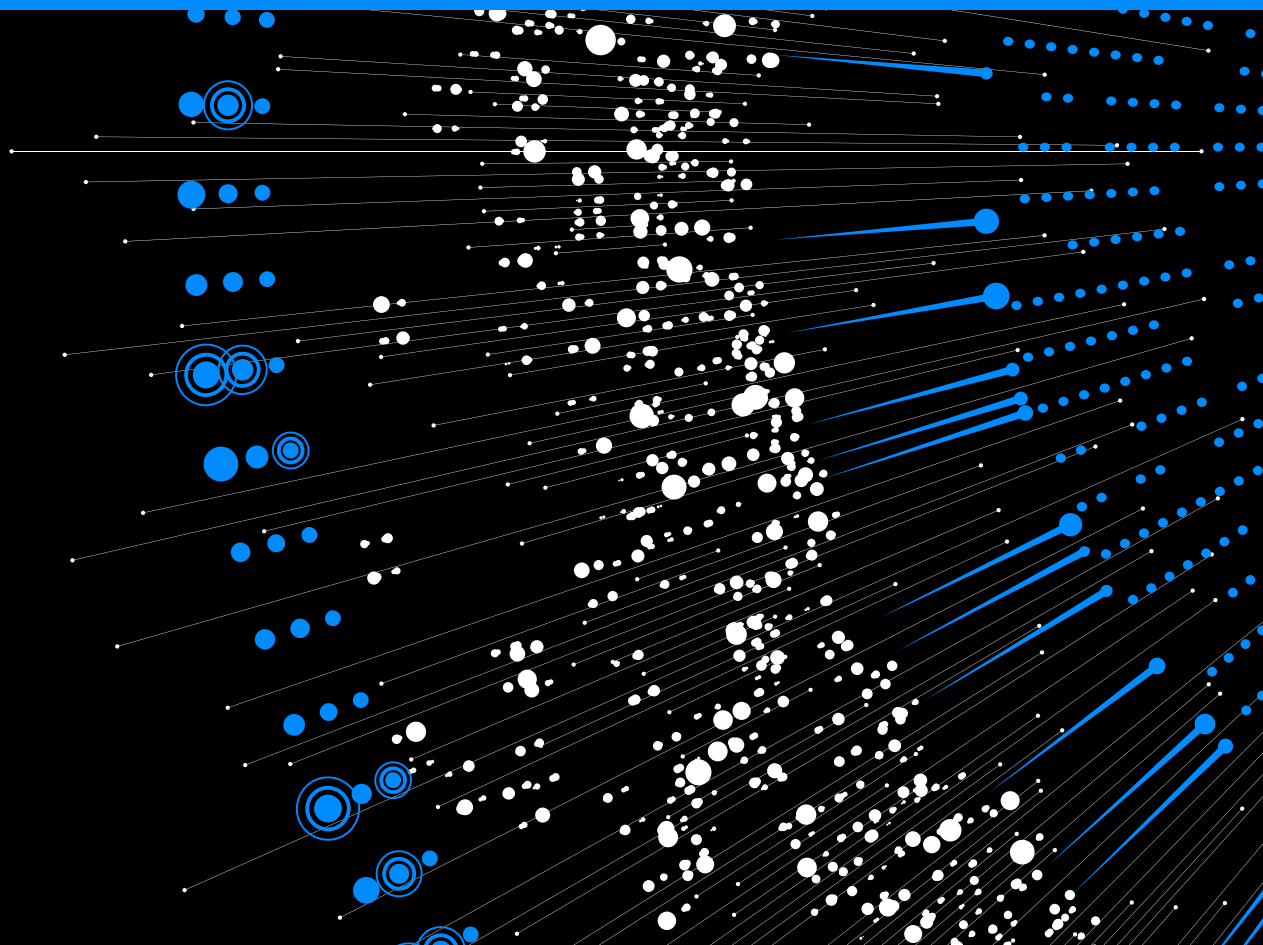




**EVIDENCE AND  
METHODS LAB**  
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# ANNUAL REPORT **2022**

Shaping the Future  
Through **Data** and  
**Innovation**



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*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.*







## Acknowledgements:

### A Heartfelt Thanks

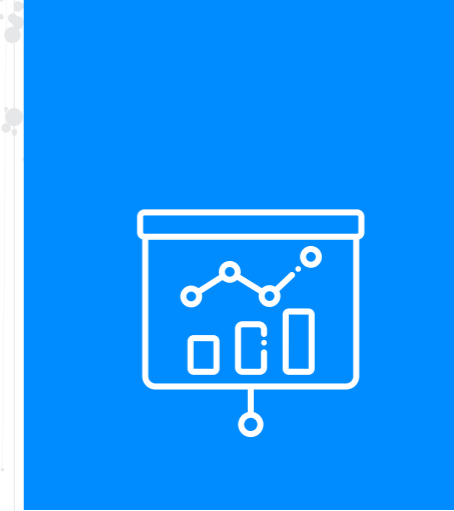
We at Evidence and Methods Lab (EML) extend our heartfelt gratitude to our partners, stakeholders, advisory board, and dedicated team. Your unwavering support and collaboration have transformed EML into a leading data visualization and civic tech organization in Uganda and got us closer to our target 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.



## Foreword: Reflections from Our Team Leader

Dear colleagues and stakeholders,

I am pleased to present the Evidence And Methods Lab's 2022 annual report, highlighting our achievements and growth during the past year. As we reflect on our progress, I would like to share some key highlights based on the areas we focused on throughout 2022.

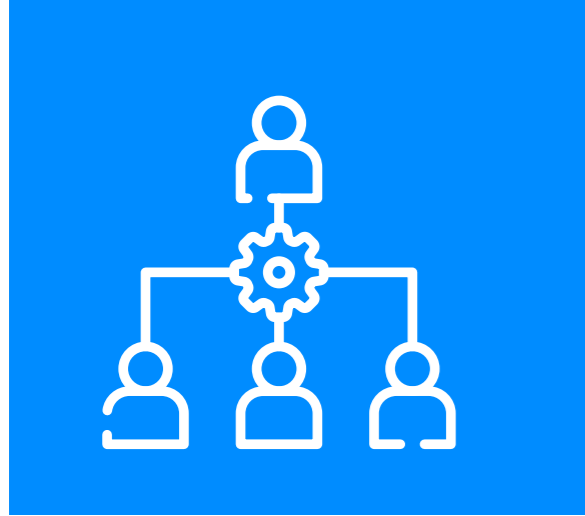


## Organizational Growth:

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 organizational 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.



## 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 organizations within the Civil Society Organisations (CSOs) space. Engagements with organizations such as the Civil Society Budget Advisory Group (CSBAG), NAFASI Multi-Purpose Cooperative Society Limited, and the Anti Corruption Coalition of Uganda (ACCU) have opened doors for us to contribute our unique value and mandate to the broader civil society space.



## Regional Expansion:

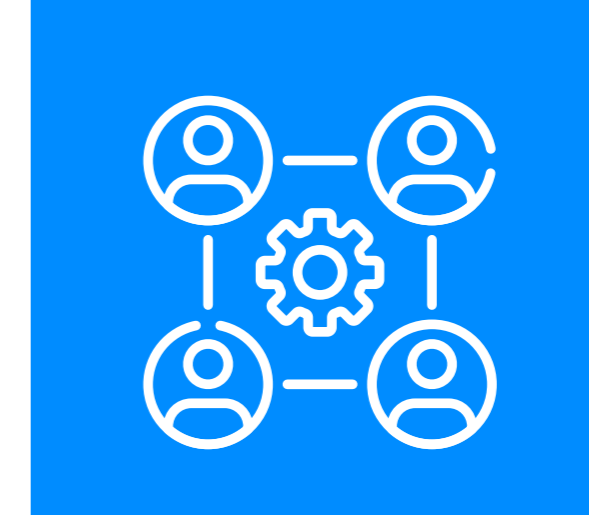
Our collaborative efforts and involvement in projects across various regions allowed us to expand our reach and impact. While our specific collaboration with Siasa Place in Kenya did not materialize, we successfully extended our influence beyond Uganda's borders through projects in Kenya, Rwanda, Botswana, 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 organizational 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 organizational 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

Over the past six thrilling years, EML has empowered 1,000+ individuals, executed 20 groundbreaking projects, and boosted annual revenue by 45%. Our milestones span from our 2017 inception and launch to our game-changing 2022 Ford Foundation CITIZERO project, which engaged over 50,000 citizens in budget monitoring.



**20** Groundbreaking  
Projects

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

### Social Justice:

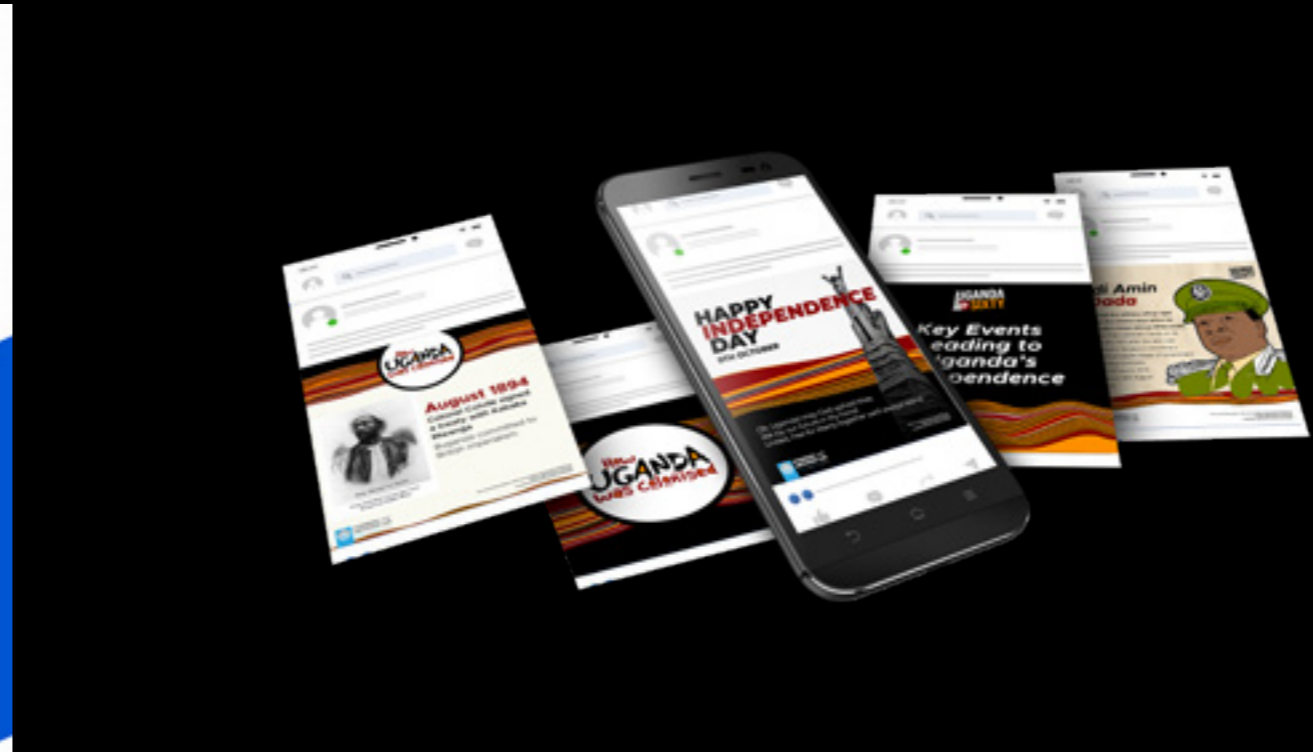
We simplified and visualized legal information, creating visual summaries of complex laws and raising legal awareness through our 256 Comics initiative, reaching over 100,000 people.

### Transparency and Accountability:

We simplified the national budget for over 500,000 citizens and published 261 engaging visual messages on social media, reaching over 1 million people.







## Notable Projects of 2022

### The CITIZERO Project

The Citizero project, supported by the Ford Foundation, is a continuation of the Omutuuzze 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" 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

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### Uganda @60 Project

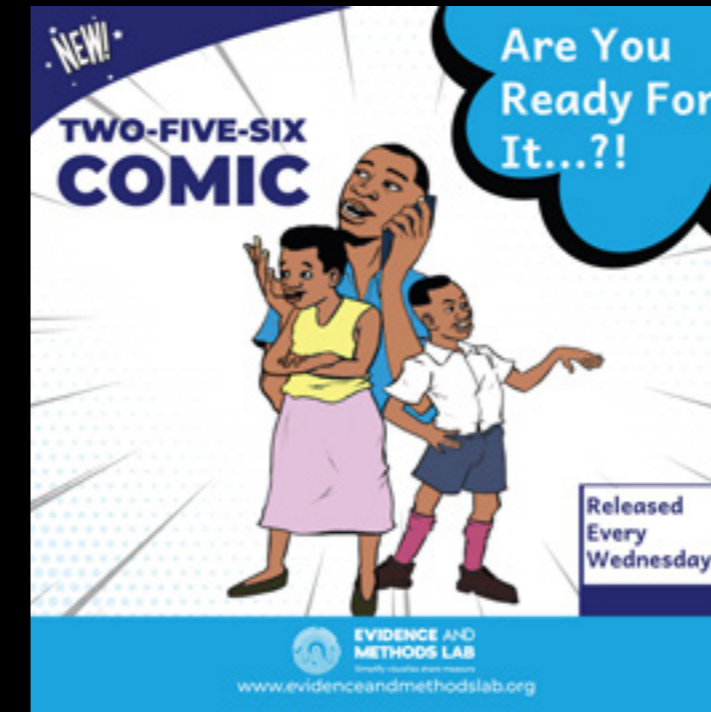
The project's objective was to chart Uganda's development and trends over 60 years of independence, covering political, social, and economic aspects, and recognizing the contributions of influential individuals. The accompanying quiz on social media aimed to engage the public and foster a deeper understanding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





## Internet Society Project

In August 2022, EML with support from the Internet Society Foundation, launched a 2 year research project entitled "Exploring the opportunities for the Internet usage in service delivery and fostering Transparency and Accountability within Government MDAs and LGs." The project is an action research aimed at promoting the adoption and usage of the Internet in service delivery as a way of improving responsiveness to citizens' demands as well as fostering transparency and accountability in service delivery.

Through this research EML aims to generate evidence that can be adopted into government policy and help in decision making processes. The research will also trigger the adoption of innovative approaches and methodologies for activating the supply and demand side of accountability.

## National Budget Campaign

The Omutuuzi II project, a continuation of the Omutuuzi 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.

## 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.





## Partners: Collaborating for Success

We're grateful for our diverse partners who have supported our growth, including international organizations like the Ford Foundation, government agencies such as GIZ Uganda, academic institutions like the London School of Hygiene and Tropical Medicine, and private sector allies. In 2022, we established five new partnerships, extending our network and amplifying our impact.



## Events and Trainings

Our events included the Accountability Lab 2022 Accountpreneurs Physical Engagement Event, attended by 20 accountpreneurs and trainers; Accountability Lab Friendraiser Event where 100+ networks on accountability were created; and ISOC Project Launch and Stakeholder Engagement, convening 30 stakeholders from civil society, private sector, and government.

## Social Media Outlook 2022

EML's engaging visuals and animations achieved 65,207 Twitter impressions and 18,690 Facebook engagements, reinforcing our status as a trusted information source for 2,645 followers combined across platforms.



## Financial Outlook for FY 2022

In the following financial performance analysis, we assessed the growth and financial stability of Evidence and Methods Lab by comparing the income figures for the years 2022 and 2021, along with the percentage changes and relevant ratios.

### 1. Grant Income:

- In 2022, the company has reported grant income of Ushs 1,628,740,000, compared to Ushs 974,942,575 in 2021, representing a substantial increase of 67%.
- This significant growth in grant income indicates a positive trend for the company's ability to secure funding for its projects and initiatives.

### 2. Consultancy Income:

- The consultancy income for 2022 amounted to Ushs 275,281,949, while in 2021, it stood at Ushs 230,658,552, reflecting a growth of approximately 19%.
- The increase in consultancy income also demonstrates the company's expanding its existing client base and the effectiveness of its expertise in providing valuable consulting services to external organizations. It also showcases the company's adaptability to the market demands and its ability to generate diversified revenue streams.

### 3. Total Income:

- The total income for Evidence and Methods Lab in 2022 reached Ushs 1,904,021,949, compared to Ushs 1,205,601,127 in 2021, resulting in a remarkable growth rate of 58%.
- The substantial increase in total income suggests that the company experienced significant overall financial growth and successfully capitalized on its revenue opportunities.

#### Financial Ratios and Growth Assessment:

- 1. Grant Income as a Percentage of Total Income:**  
In 2022, grant income accounted for approximately 85.5% of the company's total income, compared to 80.8% in 2021. This increase indicates an increase in grant funding for the company's operations.
- 2. Consultancy Income as a Percentage of Total Income:**  
Consultancy income represented around 14.5% of the company's total income in 2022, slightly up from 19.2% in 2021. This indicates a minor shift in the revenue mix towards higher grant income and a lesser reliance on consultancy services.





## Financial Achievements:

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

**Significant Growth in Grant Income:** The company 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 company to undertake more ambitious projects and contribute meaningfully to the advancement of scientific knowledge.

**Steady Increase in Consultancy Income:** Evidence and Methods Lab experienced a steady growth rate of around 19% in consultancy income. This growth showcases the company's expertise and its capability to provide valuable consulting services to external clients. The sustained increase in consultancy income validates the effectiveness of the company'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 company'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, consultancy income, and total income. The substantial growth percentages and positive shifts in revenue composition suggest a successful year for the company, indicating its ability to secure funding, expand its donor, partner and client base, and generate sustainable income streams.



## Our Team and Advisory Board

The EML family consists of talented and committed individuals working together to make a difference in the world of data visualization and civic tech. Our 15-person team, supported by our seven-member advisory board, has diverse expertise in data analysis, design, project management, and communications. Together, we continue to push boundaries and create lasting change.



## 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 organization forward and expand our impact:

**Strengthen and expand partnerships:** We aim to forge new collaborations and strengthen existing ones, focusing on regional and international organizations 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 organizations 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 organization 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

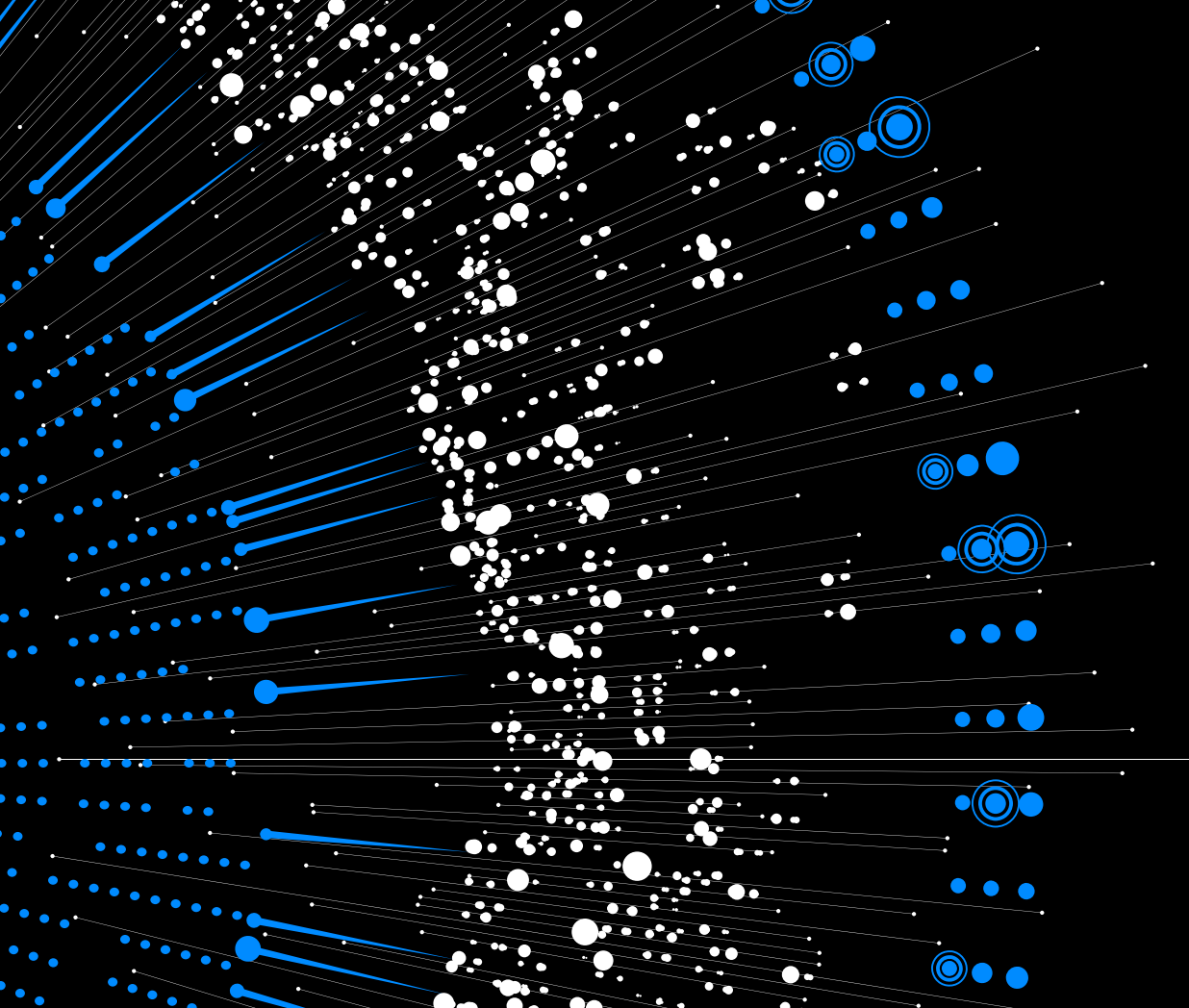


The safety and well-being of our team members, partners, and beneficiaries are of paramount importance. To ensure a secure working environment, we have adopted a robust safeguarding policy that outlines our commitment to protect all individuals associated with EML from harm:

- 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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