



Uganda Debt Network



Annual Report
2008



UGANDA DEBT NETWORK

Annual Report
2008



Table of Contents

Abbreviations.	iv
Acknowledgement	v
Message from the Executive Director.....	vi
Executive Summary.....	vii
1.0 Introduction.....	1
2.0 Programme Implementation.....	4
3.0 Lessons Learnt and Way Forward	37
4.0 The Financial Situation at UDN.....	39



List of Abbreviations

ACCU	Anti-Corruption Coalition of Uganda
AFRODAD	African Forum on Debt and Development
BAI	Budget Advocacy Initiative
CBMES	Community Based Monitoring and Evaluation System
CBO	Community Based Organization
CMCs	Community Monitoring Committees
COU-TEDDO	Church of Uganda-Teso Diocese Development Organization
CSBAG	Civil Society Budget Advocacy Group
CSOs	Civil Society Organizations
EASUN	East African Support Unit for NGOs
EPRC	Economic Policy Research Centre
FAO	Food and Agricultural Organisation
FOWODE	Forum for Women in Development
IAF	Inter Agency Forum
IBP	International Budget Partnership
IGG	Inspector General of Government
IMF	International Monetary Fund
INFOC	Interfaith-Based Action for Ethics and Integrity
IHRP	International Human Rights Programme
LC	Local Council
LGDP	Local Government Development Programme
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
MFPED	Ministry Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoU	Memorandum of Understanding
NGO Forum	National NGO Forum
NIMES	National Integrated Monitoring and Evaluation System
NDP	National Development Plan
NPA	National Planning Authority
OBI	Open Budget Index
OPM	Office of the Prime Minister
PAF	Poverty Action Fund
PEAP	Poverty Eradication Action Plan
PHC	Primary Health Care
PMA	Plan for Modernization of Agriculture
PMC	Poverty Monitoring Committee
PPDA	Public Procurement and Disposal of Assets Authority
PRN	Policy Review Newsletter
PRSP	Poverty Reduction Strategic Papers
SAPP	Strategic Advocacy Programme and Plan
UGMP	Uganda Governance Monitoring Project
UDN	Uganda Debt Network



Acknowledgements

We would like to acknowledge the invaluable contribution of various external and internal partners who have unceasingly shown their commitment to our noble ideals by extending their support, in cash or kind, to enable us realise our Vision and Mission through the programme work that they help us to execute.

Special thanks go to our core funding agencies, namely: Hivos, Trocaire, Cordaid, UK Department for International Development (DFID), DanChurchAid, Christian Aid and Concern Worldwide that have generously availed financial support to enable the implementation of key programmes that have greatly enhanced UDN's advocacy work. We recognise the readiness with which they have shared with us resources that have proved so vital in programme implementation and hence sustain UDN's strong image as an organization advancing the interest of the poor and marginalized in our society.

We would also like to thank our members, the Board, partners at the community level, youth anti-corruption task force members and other stakeholders whose continued interest in and support for our work has always given us the energy and will to champion the cause of pro-poor advocacy.



Message from the Executive Director

The year 2008 was a very eventful one in the context of UDN's institutional growth and the consolidation of the organization's core advocacy concerns that have given it image and identity as a key player in the Ugandan civil society landscape. First, 2008 marked the end of the organization's third Strategic Advocacy Programme and Plan (SAPP) that set off a flurry of activities to formulate a new one to guide its work over the next three years. Second, to be able to formulate a new strategic plan, the organization had to undergo an external evaluation that would assess the impact of programmes implemented over the previous two strategic plan periods, as the last such evaluation had been undertaken in 2002. Third, a relatively long period during which the Board of Directors tirelessly searched for a person to take UDN's institutional, organizational and programmatic achievements to a higher level was capped by the appointment of Mr. Tumwebaze Patrick as Executive Director.

The year provided opportunities to Management and Staff to enhance the organization's Vision and Mission by implementing the activities set out in the Annual Work Plan with vigour and fervour, so as maintain UDN's profile at the forefront of advocacy in the areas of community-based monitoring, policy analysis, budget analysis, and the anti-corruption struggle. In terms of engaging with grassroots communities to demand for transparency and accountability in the use of public resources and the delivery of quality services to the people, 2008 saw the area of coverage increase from seven to twelve districts.

I take this opportunity to thank all our partners who have contributed very generously towards our efforts to implement our programme work. The execution of activities in the districts especially is quite expensive and it is important to laud the confidence placed in us by all the partners who have manifested strong commitment to the pro-poor ideals and values that we cherish.

I would also like to thank all the Members of our Board of Directors for having so ably provided the guidance that enabled us to steer through the highly challenging period, and for having actively participated alongside Management and Staff in both the External Review and SAPP 2009 – 11 development processes.

Finally, I would like to thank all the members of Staff who over 2008 worked so tirelessly and diligently to carry out their programme activities that have resulted into the report you are about to read.

Patrick Tumwebaze
Executive Director



Executive Summary

This report gives an account of the advocacy programmes and activities carried out by Uganda Debt Network (UDN) in 2008 – the last year of its third Strategic Advocacy Programme and Plan (SAAP) 2006 – 08. During this SAAP period, UDN carried out its advocacy work under six programme areas namely; a) Community Participation and Empowerment, b) Policy Analysis and Socio-Economic Research, c) Budget Advocacy Initiative, d) Governance and Rights, e) Public Information Centre, and f) Institutional and Organizational Development.

During the reporting period, the Community Participation and Empowerment Programme expanded its Community Based Monitoring and Evaluation System (CBMES) areas of operation. The monitoring system was launched in three new districts of Bukedea, Amuria and Rakai. This brought the number of districts where UDN's community based monitoring and evaluation system is being implemented to twelve, while the number of sub-counties to 59. At the same time, the programme responded to increased demand from some development partners and civil society/community based organizations for the CBMES techniques and skills to be imparted to members of such partner organizations and other allies. This laid the groundwork for some form of capacity building that promises to expand and be a reliable pillar of UDN's search for self-sustainability.

The Policy Analysis and Socio-Economic Research Programme translated its old concern of engagement with the review of Uganda's Poverty Eradication Action Plan (PEAP) into renewed interest in the government's decision to replace this with formulation of a five-year National Development Plan (NDP). The programme spearheads UDN's interest in getting people from the grassroots to participate in giving a pro-poor perspective to such important public policy documents. The programme enhanced UDN's interest in the problem of Uganda's spiralling external debt, even after receiving HIPC relief, by publishing a penetrating critique of the country's 'Regulatory Framework for Public Borrowing', together with more concern about international, regional and national aid and fiscal policies.

Under the Budget Advocacy Initiative Programme, UDN entrenched its work of mobilizing different sections of the Ugandan people to participate in advocating for pro-poor budget policies and monitoring public expenditure. The programme staff have thus been preoccupied with passing on budgeting and budget analysis skills on to various marginalized groups so as to empower them to pursue advocacy for transparency and accountability in expenditure of funds budgeted to deliver public services. The programme has also undertaken building the capacity of other CSOs in Uganda and other African countries in budget analysis techniques.



The Governance and Rights Programme published its study of the legal impasse caused by the Constitutional Court nullification of some sections of the Leadership Code Act 2002 over the power relationship between the President and the Inspector General of Government relating to punishing corrupt public officials. The programme deepened its concern with the relationship between the denial or lack of human rights with poverty among the very poor and marginalized sections of our society. Through the programme, UDN also enhanced its anti-corruption fight, especially by involving the youth at primary, secondary and tertiary institutions who have the high potential of carrying on the fight into the future.

The Public Information Centre maintained the organization's e-mail and internet connectivity, while also regularly updating the website in order to sustain its image among stakeholders. The Centre played its cross-cutting role of being the channel for all institutional and programme advocacy documents that were compiled, edited and published for dissemination. This included the regular Policy Review Newsletter (PRN) and the Weekly E-Newsletter. The Centre was also responsible for formulating UDN's advocacy communication strategy, preparing a documentary of the impact of CBMES case changes, and maintaining a documentation unit that is referred to by different stakeholders.

Finally, the Institutional and Organizational Programme provided the infrastructure to facilitate implementation of activities by all the other programmes. This included strengthening governance and management structures and related documents, coordinating fund raising and human resource mobilization, and ensuring that the where with all for sustaining UDN as a national and international advocacy organization was in place and operational.



1.0 Introduction

1.1 UDN Background

Uganda Debt Network (UDN) was formed in 1996 as an ad hoc coalition of organizations and individuals to campaign for debt relief for Uganda under the Highly Indebted Poor Countries (HIPC) Initiative of the World Bank and the International Monetary Fund (IMF). In 1998, UDN was registered as a non-governmental organization (NGO) under the NGO Registration Statute and started operating. In 1999, UDN was incorporated as Limited Liability Company with no shareholding under Company Law 1964.

UDN's campaign alongside other national and international Civil Society Organizations (CSOs) resulted in Uganda being the first highly indebted country recipient of debt relief from the multilateral organizations in 1998. Government channelled the funds thus saved into a Poverty Action Fund (PAF) to finance development programmes in poverty reducing sectors of the economy. This made it imperative for UDN to expand its concern beyond the debt campaign to community-based monitoring so as to ensure there was value-for-money in the quality of services delivered to the people. UDN later expanded its concern to public policy analysis, budget analysis and governance and rights.

During the reporting period, UDN had four main programme areas namely:

- Community Participation and Empowerment
- Policy Analysis and Socio-Economic Research
- Budget Advocacy Initiative,
- Governance and Rights

These were supported by two cross-cutting programmes;

- Public Information Centre,
- Institutional Organizational Development.

1.2 Vision, Mission and Values

Vision : *A prosperous Uganda with equitable development and a high quality of life for the people.*



Mission : *UDN works to promote and advocate for pro-poor policies and full participation of poor people in influencing poverty-focused policies, monitoring the utilization of public resources and ensuring that borrowed and national resources are prudently managed in an open, accountable and transparent manner so as to benefit the people of Uganda.*

Values

The following are the core values of the organization:

- Fairness and social justice
- Gender equality
- Accountability and transparency
- Prudent use of resources to increase poor people's welfare
- Access to and equitable distribution of national resources
- Facilitating citizens' participation
- Giving voice to the poor and marginalized
- A rights-based approach to human development
- Participation of poor and marginalized people in their democratic governance.

Strategic Goals

UDN is driven by the following strategic goals:

- 1) To ensure that Uganda emerges from being a debt-burdened poor country and embarks on the road to sustainable development, growth and poverty eradication.
- 2) Ensure that macroeconomic and budget policies are participatory and incorporate the concerns and interests of poor people.
- 3) Mobilize the public to ensure accountability and transparency in policy formulation and planning and in the utilization of public resources.
- 4) Ensure that UDN becomes an effective lobbying and advocacy organization, able to mobilize civil society to influence policy planning at national and local levels.



1.3 Governance and Administration

- Annual General Assembly
- Board of Directors
- Secretariat

The Annual General Assembly

The Annual General Assembly (AGA) is the supreme governing organ of the network. It is composed of all the registered and paid up members of the organization.

Board of Directors

The Board is the policy-making organ of the network responsible for policy design for the network. The current Board is composed of five men and two women elected from among the membership of the network. The Board gives strategic guidance to the organization.

The Secretariat

The Secretariat is the planning, implementation and monitoring organ of the network. It is headed by the Executive Director (ED). The ED provides effective leadership and gives guidance to the management for the smooth running of the organization's affairs.



2.0 Programme Implementation

2.1 Community Participation and Empowerment (CPE) Programme

The strategic advocacy objective of the CPE programme is that the Office of the Prime Minister operates a National Integrated Monitoring and Evaluation Strategy (NIMES) to increase participation of citizens in monitoring of public policies and improve quality and delivery of services. The programme aims to accomplish this by undertaking various activities under the following result areas: a) Community Based Monitoring and Evaluation System (CBMES) is established and functional in seven districts; b) Capacity of UDN allies and partners to articulate and influence the design, formulation, implementation and evaluation of the effectiveness of policies at national, regional and local levels strengthened; and c) UDN's Programme Management capacity enhanced.

Under the reporting period, the Programme undertook a number of activities by applying participatory approaches to involve the communities at the grassroots in monitoring the delivery and quality of services in their villages, parishes and sub-counties. The activities are set out below;

Beneficiary Assessment (BA) on Local Government Development Programme II (LGDP II)

A Beneficiary Assessment study on Local Government Development Programme II (LGDPII) was carried out in the districts of Apac, Kanungu and Kamuli. The purpose of the study was to assess the level of satisfaction of the service users, the views of service providers and to determine the value-for-money of the services. The study was part of a civic responsibility of promoting popular participation of citizens in influencing poverty-focused policies, monitoring the utilization of public resources and ensuring that borrowed funds and internally-generated national resources are properly managed for the benefit of all Ugandans.

A Beneficiary Assessment report was produced and presented at a lobby meeting attended by key stakeholders. The report highlighted key issues of concern from the districts related to the LGDP II and how the programme can be made more effective. The meeting also provided a forum for representatives from the districts to dialogue with the key policy makers on key policy issues raised in the report. UDN has forwarded these issues to the National Integrated Monitoring and Evaluation System (NIMES) for follow up and used lessons learnt as an input into the National Development Plan (NDP).

Establishment and Operationalization of the CBMES

In response to demands to scale up community participation in influencing policies at local level, UDN expanded her areas of operation to two sub-counties in each districts of Amuria (Obalanga and Kapelebyong), Rakai (Nabigasa and Kacheera) and Bukedea (Kolir and Kidongole).

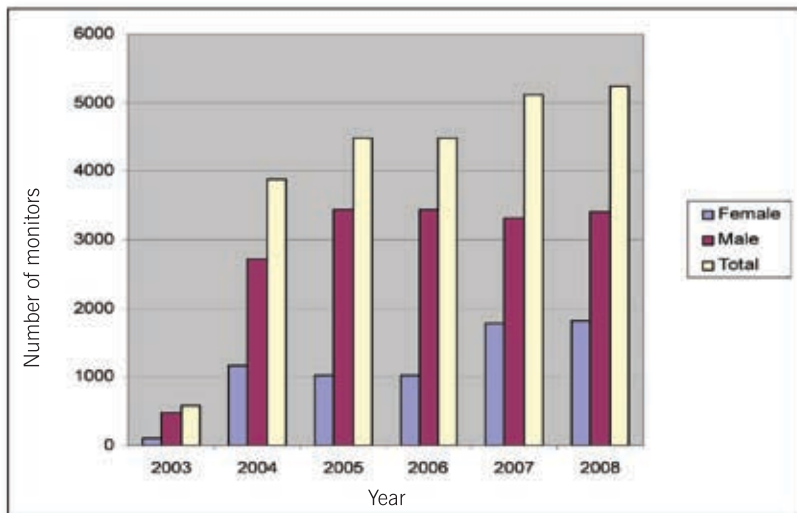


A total of 40 participants from each district of Bukedea, Rakai and Amuria were trained in Community Based Monitoring and Evaluation. The participants were selected during the preliminary visits and later underwent a five-day training in; government programmes and policies; participatory monitoring and evaluation; lobbying and advocacy and legal and institutional framework on citizens participation on transparency and accountability.

However, it was noted that the representation of women (33 to 87) was less compared to men in the CBMES activities although the approach emphasizes equal representation and participation of both women and men. This is due to the social-cultural factors where men occasionally suppress women's participation. Compared to the past, most communities are beginning to appreciate the value of women's participation in most of the activities in their areas and some committees are now headed by female chairpersons.

UDN continued to receive support during the implementation of CBMES from the local government leaders at both the sub-county and district levels. The district officials are positive to the CBMES approach and have continued to express their interest in working with UDN. As a result, UDN has built a strong relationship with the district officials, which has made it easy for the community monitors to interact and to present issues of concern from their localities with the officials in a quest for improved service delivery.

Beyond the above-mentioned new districts of Bukedea, Amuria and Rakai, UDN continued to facilitate community monitoring activities in the districts of Kanungu, Bushenyi, Iganga, Kamuli, Bugiri, Tororo, Kaliro, Namutumba, and Kumi, thus



Increasing numbers of Community Monitors involved in CBMES since 2003



supporting community monitoring initiatives in nine districts (47 sub-counties). The number of the community monitors has gradually continued to grow, hence increasing the willingness and clout of the community to monitor government programmes and policies in their localities.

Lobby meetings

UDN continued to facilitate community monitors to organize and attend sub-county and district dialogue meetings in 12 districts. A total of 6,329 community monitors (2,620 women and 3,709 men), district officials, opinion leaders, service providers, and the general public participated in the meetings during the year.

The dialogues are a result of continuous community field monitoring activities so as to generate evidence-based reports which are used by the monitors to forward their community concerns directly to key government decision-making institutions and forums. The findings are discussed at the sub-county dialogue meetings and are later shared with the district authorities. The dialogue meetings acted as a platform for engagement with decision makers in the districts. They also provided information to community members about the delivery of government policies and programmes and also the expenditures in their localities. At the same time, the meetings provided opportunities for the local government leaders and the service providers to respond to issues raised in the monitors' reports that needed clarification and corrective action to be taken up by the higher authorities.



From left to Right, The DISO, Mr. Okot Johnson, RDC - Mr. Omongole Tom, LCV - Rev. Ebukalin Sam and the DDHS, Ekodel Stephen of Bukedea District pose for a photograph with the community monitors after a district dialogue.



Some of the highlights during the dialogues:

In Waibuga sub-county, Iganga District, 17 million shillings meant for support to farmer groups was embezzled by the sub-county chief. The farmers were reportedly supplied with G-nut seeds but after harvesting, the Sub-county Chief collected the G-nuts from them, sold them and never paid them back.

During the monitoring exercise, the community monitors intervened and mobilized the farmers to demand for their payment. This attracted the attention of the government officials who later forced the Sub-county chief to pay the farmers.

In Bulamaga sub-county, Iganga district, the NAADS coordinator was transferred after the monitors reported his continued misuse of NAADS funds in the sub-county.

In Amuria district, for example, the issue of the unclear criteria in the distribution of iron sheets was raised by the community monitors and this prompted the Resident District Commissioner (RDC) to take action by making radio announcements cautioning the people who were selling the iron sheets and those who had been asked to pay for iron sheets to report to his office immediately.

Media Advocacy

UDN facilitated 104 weekly radio talk shows (52 on each radio station -Radio West and Kinkizi FM), in a bid to raise awareness on policies and programmes and amplifying the outcomes of the monitoring activities. During the same period, a total of 312 Community Based Monitors and moderators were facilitated to participate in the radio talk shows. The Community Monitors take charge of the programmes and invite government officials to clarify on issues of policy, public expenditure, transparency and accountability and respond to the concerns raised by the communities on service delivery. The radio programmes therefore became a discussion avenue for discussion for community members to inquire more about government programmes and policies and also get feedback from the government officials. Monitors use the radio programmes to disseminate the findings from the monitoring work to the general public.

With continued use of the radio programmes, the Community Monitors have been empowered and have confidence to demand for improved quality of service delivery in their localities and to hold their leaders accountable.

Due to demand from the general public from the districts of Kumi and Bugiri, UDN launched in eastern Uganda two radio programmes on Continental FM and Eastern Voice respectively. During the launching of the radio programmes, over 806 people were mobilized to participate in the event. The event attracted different interest



groups including men, women, youth, children and people with disabilities. The activity provided a ground for leaders to reaffirm their commitment to improved service delivery in the districts. The radio programmes have also been used as a discussion board for some of the government policies and programmes which are failing to meet the expectations of the populace.

Radio programmes facilitated during the year 2008

No.	Radio station	Programme	Day and Time	Language
1.	Kinkiizi FM	Karebuuzi	Sunday 3-4pm	Rukiga
2.	Radio West	Katucondooze	Saturday 5-6 pm	Runyakole
3.	Continental FM		Saturday 6-7pm	Teso
4.	Eastern Voice FM	Kalondozi	Saturday 6-7pm	Lusoga

In a bid to strengthen the capacity of community monitors in radio presentation, UDN organized two-day regional training in radio presentation skills workshop. The training was attended by 52 community monitors. From the training, community monitors acquired knowledge and skills in effective presentation during the talk shows.

Apart from the UDN-sponsored radio programmes, the media is increasingly interested in UDN activities. As a result, UDN has been in the media (both electronic and print) as a result of her advocacy activities. UDN activities have been reported on by various radio and TV stations and newspapers. The issues raised are of public concern and hence generate debate among the public, thus increasing UDN's visibility.



Newspaper cutting of Kumi radio programme launch

Capacity building of UDN partners and allies

Due to the increased demand to replicate the CBMES approach, many CSOs have sought UDN's expertise to transfer the skills and knowledge to their members. To respond to the demand, UDN facilitated a two-day training workshop on report writing and documentation to enhance the capacity of community monitors. The



first training workshop was attended by 40 participants from the ten districts where UDN operates while the second training was attended 20 participants from Poverty Monitoring Group (PMG), a Community Based Organization under a partnership with Concern Worldwide. The training strengthened the capacities of the monitors in documentation as a tool for monitoring which has enabled them to capture issues of concern during monitoring exercises. The training has built the confidence of the community monitors to forward their reports to the different district officials without fear of being questioned.

Furthermore, the community monitors underwent a financial management training programme. This was aimed at enhancing their skills in managing the grants sent by UDN in a more professional manner. The purpose of this training was to prepare the community monitors to become self-reliant, especially after registering as Community Based Organizations (CBOs). UDN intends to build the capacities of these structures to enable them access funds from other donors as a way of deepening monitoring work and making CBMES more sustainable in their districts.

Apart from building and strengthening the capacities of UDN's grass roots partners, UDN facilitated other CSOs to build their capacities in influencing policy implementation at local, regional and national levels. This, therefore, called for the replication of the CBMES approach by organizations like Church of Uganda-Teso Diocese Development Organization (COU-TEDDO). UDN facilitated the TEDDO Good Governance project in Amuria and Katakwi districts to empower the communities in demanding for improved service delivery. UDN has therefore mentored the Good Governance project staff of TEDDO in Community Participation and Empowerment work which guides them in monitoring government programmes and policies in the two districts.



The partnership between the two organizations has amplified the voices of the poor and marginalized on issues of Good Governance in the Teso sub-region.

UDN, COU-TEDDO staff and Board members pose for a photograph after the capacity building workshop in Soroti district



Institutional Development Fund

UDN recognizes the importance of partnership with CBOs in the districts of operation as key allies in strengthening her advocacy work. During the reporting period, UDN signed Memoranda of Understanding (MOUs) with 10 district committees in Kumi, Bukedea, Tororo, Bugiri, Iganga, Namutumba, Kaliro, Kamuli, Bushenyi and Kanungu representatives. In the memorandum, both parties agreed to work towards forging a common understanding in order to achieve their set goals. The MOUs have therefore institutionalized the working relationship between UDN and the district structures and hence increasingly strengthened their capacity to operate independently and effectively.

UDN has further more extended institutional grants to facilitate district structures to continuously carry out the monitoring and evaluation activities and undertake follow-up activities in both the sub-counties and districts. The grants have further enabled the monitors to maintain their office premises, which act as focal points for coordination of the monitoring work. The institutional development fund has promoted sustainability of the monitoring activities in the districts.

Information Materials

UDN produced and disseminated information materials to key stakeholders and community monitors. A total of 5,908 documents on government policies and programmes were provided to the monitors in Kanungu, Bushenyi, Kumi and Bugiri districts. The information materials are simplified and translated in the local languages by community monitors to enable the grassroots people to understand. These materials have greatly deepened the understanding of government programmes and policies among the monitors and the communities who are able to hold their leaders accountable.

Apart from the information materials that were periodically given to community monitors to use during the radio talk shows, UDN produced and circulated over 8800 hard copies of information materials to districts where CBMES is operational. These were given to different stakeholders and communities to improve their knowledge base on issues that affect them. The information materials have been used to advocate for increased transparency and accountability, while the district officials and other stakeholders used this knowledge to analyze government policies.

Inter-networking and Exchange visits

UDN has been at the forefront of community participation and empowerment and because of her credibility, the network was facilitated to participate in a number of meetings locally and internationally. In these meetings, UDN was able to share her experiences with other participants on how the communities in the different districts have been able to hold their leaders accountable, monitor government policies and



programmes, and raise concerns on transparency and accountability. UDN also used this opportunity to effectively engage with government on different issues for effective delivery of services.

UDN has over the years been consulted on the Community Based Monitoring and Evaluation Approach to help other organizations to adapt it and use it for their purposes. UDN's contribution and legacy in this respect has made the CBMES approach available for replication within Uganda and Africa at large. While different organizations have already started the replication process, the capacity of CSOs and CBOs to deliver on advocacy, policy analysis and research agenda, there is need for continuous information sharing and approaches to strengthen these CSOs for effective credibility. In a bid to build the capacities of other CSOs, UDN hosted a ten-person delegation from Ethiopia under the umbrella organization of Ethiopian Interfaith Forum for Development Dialogue and Action (EIFDDA) who specifically came to learn the CBMES approach for replication in their country.

Challenges

- UDN has engaged with government at different fora, but getting policy makers to use the recommendations for desired change takes a lot of time and cannot be realized in the short run at both the local and national levels. This therefore requires a lot of patience and follow up for results to be realized from action taken.
- Sustaining the enthusiasm of communities in monitoring and meeting their expectations is a very big challenge. The communities expect a lot of support in monetary terms from UDN which is not sustainable.
- The cost of carrying out CBMES activities has also remained high especially in constant training of monitors and providing stationery for report writing.



The Ethiopian Delegation poses for a photograph with Angela Bafokuzara (centre), the Deputy Director of Ethics and Education, Directorate of Ethics and Integrity during the exchange visit



2.2 Policy and Social Economic Research

The strategic objective of this programme is to ensure that the Ministry of Finance, Planning and Economic Development (MoFPED) formulates strategies for poverty reduction that focus on marginalized groups so as to reduce the number of people living in absolute poverty. The programme endeavours to achieve this by undertaking research on government key policies aimed at reducing poverty levels and using the results to prepare position and issues papers to present to lobby meetings organized with top policy makers like Members of Parliament and senior civil servants in different ministries.

Through these engagements, UDN strived to sustain its dialogue with government by seeking responses to various questions on critical poverty-related issues, while also maintaining mutually beneficial links with like-minded national and international CSOs and development agencies. During the reporting period, the programme made its contribution to policy-influencing through various activities as recounted in the sections that follow.

Impact assessment of poverty reduction strategies in Uganda

UDN was instrumental in fostering civil society engagement with the on-going revision of the Poverty Eradication Action Plan (PEAP) and processes to formulate the National Development Plan (NDP). During the reporting period, UDN undertook a study to review the policy and institutional linkages among poverty reduction programmes (PMA and NAADS) and their impact on the poor people in Uganda. A seminar was held to peer review the revised draft report on policy and institutional linkages of the aforementioned programmes. The seminar was instrumental in enhancing the quality of the draft report and making proposals on how the consulting team would proceed in filling the gaps identified in the report. The results of the study beefed up UDN's input and participation alongside other CSOs in processes to formulate the new National Development Plan (NDP).

During the reporting period, UDN produced an issues paper; Government Policy and implementation strategy; and organised a lobby meeting with the Deputy Permanent Secretary/Secretary to the Treasury and the Commissioner Budget Policy in the Ministry of Finance, Planning and Economic Development. The issues raised included concerns over a) the paradigm shift from PEAP to NDP b) gaps in linking the budget with PEAP priorities c) stakeholder/beneficiary participation in NDP formulation d) inadequate policies and institutional weaknesses. These issues featured in the media (*New Vision* newspaper). Some critical issues on debt, aid, public expenditure and transparency were brought to the attention of key stakeholders



Left to Right: UDN staff member, Julius Kapwepwe, the Director of Budget, Mr. Kenneth Mugambe, the Deputy Secretary to the Treasury, Mr. Keith Muhakanizi, and UDN official Daisy Owomugasho who presented a UDN Issues Paper

UDN continued to be a source of learning and cross learning about the PRSPs/PEAP, MDGs, aid and development. During the first half of the year, UDN was consulted by the World Bank team on the Uganda Joint Assistance Strategy (UJAS) on the PEAP/PRSPs and MDGs and by a research team from the Office of the Prime Minister on the PEAP evaluation. Some of the issues raised by UDN were incorporated in the PRSP/PEAP evaluation report.

UDN also participated in five lobby meetings, in which it was able to share its concerns with key policy makers. These included: "Impact evaluation in Uganda, the research Questions"; Dissemination workshop for PRSP study results (from the countries of Uganda, Kenya, Rwanda and Ethiopia); and, Gender mainstreaming into the NDP by Ministry of Finance; The National Trade Sector Review Conference by Ministry of Trade; and; The Joint Annual Review of PRSPs by the Ministry of Public Service.



A team from the World Bank Independent Group listens to UDN staff during a meeting in January, 2008.



CSO and grassroots participation in PEAP processes

As a key policy advocacy player, UDN participated in all the major consultations for the PEAP revision and the formulation of the five-year long National Development Plan (NDP) since its commencement. In June 2008, UDN facilitated 33 CSO members to review a draft thematic position paper on “Enhancing Effectiveness and Efficiency in Delivery of Public Services in Uganda”. The input of the CSOs contributed to improving the quality of the paper that was shared with stakeholders during the PEAP revision process. The participation in PEAP and NDP processes enhanced civil society collaboration.

UDN also participated in four consultative meetings with; the Health Policy and Advisory Committee in the Ministry of Health, UNDP on the Millennium Development Goals (MDGs), Action Aid International Uganda and the national technical stakeholders’ workshop to discuss the findings of the independent evaluation of the PEAP (1997- 2007). UDN’s participation in the PEAP revision processes provided an input in the NDP development process.

In addition, eight UDN staff and members participated in different CSO and government meetings to generate ideas on the PEAP and NDP. Some of these included: a) Consultations on loan contraction processes and stakeholder participation in Uganda organized by UNDP, b) A meeting on trade policies and access to markets organized by FIT Uganda.

Participation in Sector Working group meetings

UDN participated in the 71st PMA Steering Committee meeting organized by MFPED. UDN has continued to be regarded as a key player in policy processes and is one of the few CSOs represented on the PMA Steering Committee to feed local-level issues into national policy discussion forums.

Participation in media activities

Three media activities were organised. These include a) A radio talk show on Debt held on Bukedde FM; b) A statement on the status of Uganda’s external debt in *the Daily Monitor* newspaper, and a TV interview on the evaluation of the PRSPs with UBC TV. The media activities were platforms for UDN to share her views on critical policy issues such as Debt, Aid and PRSPs. In addition, CSO-media engagement has been instrumental in educating the public on critical development issues such as debt and PRSPs.

Production and circulation of policy brief

During the reporting period, UDN produced a brief which was circulated at a meeting organized by the Economic Policy Research Centre (EPRC). The meeting was



attended by government officials on the paradigm shift from financing by donors and Central Government to self-financing for municipalities and local governments through issuance of municipal bonds. UDN emphasized the need for stronger policies, laws, guidelines and capacity building for the local governments to minimise corruption tendencies that have riddled governments. UDN further argued for planning prior to the implementation of issuance of bonds by local governments in Uganda so that the strategy, once adopted, achieves the desired results.

A review paper on 'Increasing efficiency and effectiveness in the delivery of public goods and services in Uganda,' was produced and submitted to inform the panel formulating the National Development Plan (NDP). Three articles were also produced and circulated in UDN's Policy Review Newsletter.

Two thousand copies of a policy brief on 'Debt Sustainability and Regulatory Framework' were produced and disseminated among stakeholders and the general public. The brief highlighted ways in which the existing external and domestic debt regulatory framework can be strengthened. The brief, which was based on a full-length review of Uganda's regulatory framework for public borrowing also renewed public interest in UDN's core concern of the Debt Question, and more especially the unsustainability of the once-again spiralling external debt after Uganda received 100 per cent relief from multilateral lenders in 2005.

Furthermore, UDN produced and disseminated 4,000 hard copies and over 1,200 electronic copies of the brief to various stakeholders at local, national, regional and international levels. They included Members of Parliament, Parliamentary staff, MFPED officials, donors, and research and academic institutions, Local Governments, CSOs and the media. Through the *Policy Review Newsletter (PRN)*, UDN was able to raise policy issues such as a) government supplementary expenditure due to inadequacy of policies b) challenges in Sector-Wide Approaches and decentralization, and c) gaps in policy implementation. These contributed to amplifying civil society voice through wider dissemination of the PRN.

Review of international, regional and national aid and fiscal policies

As a follow up on the UDN study on 'The Legal and Regulatory Framework for Public Borrowing' undertaken in 2007, and another study by the Harare-based AFRODAD on 'Debt Sustainability' with a focus on Uganda, both organizations held a joint lobby meeting with key policy-makers on Debt sustainability. This meeting was attended by over 30 participants including Members of Parliament, officials from Ministry of Finance, development partners, researchers, academia and civil society organizations. The issues raised by UDN received wide publicity in the local media (NTV, UBC TV, Radio One and WBS TV). This meeting created a platform for UDN to share its views on debt sustainability with other key stakeholders.



Uganda's debt levels worry UDN

By Rakia Nukamattre

The Uganda Debt Network (UDN) has expressed fear over the increasing external debt stock. The fears were expressed in a statement to the President after media reports that Uganda's external debt continues to rise amid policy implementation failures, lack of accountability and poor loan utilisation.

UDN is a civil society organisation that lobbies for policies that ensure that borrowed and national resources are prudently managed in an open, accountable and transparent manner. According to the Bank of Uganda annual

report, the total foreign debt stock has increased from \$1,476 last financial year to \$1,996. The Government expenditure and net lending as a percentage of the Gross Domestic Product rose to 21.0% in 2007/08 compared to 18.7% in 2006/07. In nominal terms, the Government expenditure and net lending grew by 27.1% compared to 5.55% the previous year. "This is a worrying prospect considering that after the previous arduous relief efforts resulted in savings that were not prudently managed, similar advocacy for debt relief may not be considered seriously for our debtors," read the statement signed by UDN Executive Director Patrick Tumwahiraze.

UDN, working with individuals, civil society organisations, public officials and parliamentarians, campaigned for external debt relief for Uganda, which eventually led to debt cancellation under the World Bank/IMF Highly Indebted Poor Countries Initiative (HIPC) in 1998. The statement noted that the increasing unproductive debt has negative implications for the Government's poverty reduction strategies in particular to the agriculture and health sectors.

"We are haunted by the reminder of the onslaught of a 30% increase in Uganda's external debt in just under a year. The statistics provided clearly indicate that our external debt

stock rose from \$1,467m to \$1,900m between 2006/7 and 2007/08. This situation could be even further worsened as a consequence of the battering we are enduring due to the current global economic crisis. Our reserves are likely to dwindle with serious adverse impact on our export base," the statement read.

Recent reports in the media revealed that the debt accumulated as a result of the Government's failure to supervise and monitor the performance of its loans, most of which were for corruption. In an interview, Tumwahiraze asked the Government to investigate the causes of lack of absorption capacity of some ministries.

The New Vision, November 27th, 2008

UDN collaborated with the United Nations Development Programme (UNDP) to organize a National Poverty Conference in which Uganda's steps to realize the Millennium Development Goals (MDGs) were discussed. The conference brought together 489 participants, including government officials, members of academia, civil society, media and the general public. The discussions during the meeting led to the publishing of an issues paper for in-depth information on poverty issues hence sensitizing different stakeholders. Views from the conference were widely publicized in eight national electronic and print media outlets (NTV, UBC, WBS, New Vision, Daily Monitor, Radio One, KFM, Red Pepper).



UDN Chairperson, Prof. Edward Kakonge (standing, right photo) addresses participants (left photo) at the joint UDN-UNDP National Poverty Conference on Uganda's performance in realizing the MDGs held in Kampala in October

Databank on policy-related information

During the reporting period, the databank on policy and related information (debt, aid, poverty, trade and other government policies) has been continually maintained and updated. The databank has continued to serve as a reference point for UDN members, other key stakeholders and researchers and as a source of analysis information.



Inter-networking activities

UDN staff and partners participated in 11 inter-networking activities at local, national and international levels. These included: a) AFRODAD meeting on debt held in Lilongwe, Malawi; b) FEMNET meeting on Aid effectiveness and financing for gender equality in New York; c) Meeting with UK Food Group on trade policies and food security; d) Meeting on trade policies and access to markets organized by FIT; e) World Bank symposium on public spending, service delivery and creating fiscal space, organized by MFPED; f) Meeting with UNDP researchers on loan contraction processes and stakeholder participation in Uganda, g) Sensitization workshop on the Anti-money Laundering and Countering the Financing of Terrorism, organized by Bank of Uganda, h) Financing development infrastructure in local governments in Uganda, organized by EPRC i) National Stakeholders' workshop on understanding the national land policy, organized by Uganda Land Alliance, j) Dissemination workshop on the new aid modalities, organized by FOWODE, k) Launch of the book: From Poverty to Power by Duncan Green, organized by Oxfam, l) Launch of a book on the Assessment of Poverty Reduction Strategies in sub-Saharan Africa, the case of Uganda. These meetings have enabled UDN to share ideas with like minded organizations.

Challenges

Policy Analysis and Socio-economic Research work is still confronted with a number of challenges which include: a) getting top policy-makers to appreciate the importance of issues raised by civil society and having them reflected in key documents such as the National Development Plan; b) the need for more effective use of the media to effect policy change; c) sustaining public interest in debt issues; and, d) accessing up-to-date statistics from government.

2.3 Budget Advocacy Initiative

The Budget Advocacy Initiative (BAI) aims at mobilizing civil society in Uganda, especially people at the grassroots, to jointly and pro-actively participate in advocating for pro-poor budget policies and monitoring public expenditure. The BAI was established after realizing that the Budget and other related policies being implemented by the government did not address the needs of the poor. It was also formed after realizing that public expenditure management, especially transparency and accountability, were wanting.

Budget transparency and accountability remain critical issues in macro policy formulation. UDN has lobbied to ensure that local government and national budgets comprehensively incorporate the priorities of various marginalized groups or sections of the population. In this connection, our pursuit of this objective was embodied in the activities elaborated on below;



Review of Government mechanisms for budget performance and implementation

UDN in collaboration with other CSOs, under the Civil Society Budget Advocacy Group (CSBAG) produced a position paper on the 2008/09 National Budget Framework Paper titled, “Making the budget work for the poor”. The paper was disseminated among key policy-makers and was used by CSOs to lobby for pro-poor budgets under CSBAG. In addition, five ministerial policy statements for FY 2008/9 were reviewed and discussed. These papers were shared with relevant committees in Parliament, which increased CSO collaboration with Parliament for lobby purposes.

In a bid to publicize her advocacy work, UDN organized a public dialogue on the 2008/09 National Budget Framework Paper to share the findings of the report with key stakeholders. The dialogue brought together 226 participants who included Parliamentarians, Government officials, CSOs, the media, development partners and the general public. The dialogue generated debate on critical policy issues and was reported in six print and electronic media outlets. A meeting was also organized with the Parliamentary Sectoral Committee on Agriculture to lobby for more resources to be allocated to the sector in the national budget. This increased CSO collaboration with Parliament, more particularly the agricultural committee.



Mr. Kenneth Mugambe, Commissioner for Budget at the Ministry of Finance, Planning and Economic Development, contributes to the debate at the CSBAG pre-Budget Workshop



A member of the public is seen taking part in the debate at the CSBAG public dialogue on the 2008/09 National Budget

Production of policy review reports and briefs

UDN in collaboration with the Food and Agricultural Organization of the United Nations (FAO) produced a policy brief on the “Right to food in relation to the National Budget”. The policy brief, which, among several other pertinent issues, is critical of Uganda’s failure to incorporate the tenets of the Right to Food in its National Agricultural Advisory Services (NAADS) programme. It was shared with a number of key stakeholders including Members of Parliament, key government officials, the academia, external partners, media and the general public.



During the reporting period, two thousand copies of the study on Uganda's taxation policy: implications for poverty reduction and economic growth were published and circulated. The report highlights key issues on Uganda's taxation policy and recommendations aimed at making the policy pro-poor.

Participation in budget formulation at local and national level

Thirteen UDN staff and partners were facilitated to participate in 10 budget-related meetings. UDN made a contribution to the national prioritization workshop, organized by MFPED and was able to share its experiences on budget issues with like-minded actors. UDN staff also participated in the Parliamentary Civil Society Partnership Workshop organized by Parliament. During this meeting, a joint CSO/Parliamentary forum was formed to strengthen the relationship between CSOs and Parliament, particularly on the national budget.

In addition, three UDN staff were facilitated to attend four CSBAG meetings. A joint CS position on the 2008/09 Budget proposals was developed and circulated to key policy makers (MPs, senior government officials, among others).

In a bid to improve the level of budget transparency in Uganda, UDN participated in a survey to compile the 2008 Open Budget Index (OBI). The study report was peer reviewed by the Open Budget Partnership in Washington DC, USA, and comments sent to UDN for incorporation. The study was finalized and submitted to the International Budget Partnership (IBP) for compilation. It provides an assessment of the country's level of budget transparency. The report is expected to prompt government to reflect on its standing among the international community of nations in terms of allowing its citizens full access to all important Budget documents. UDN will use it to lobby government for more open and transparent budgets.

Trainings in budget analysis

Eighty nine people (40 women and 49 men) from the districts of Rakai and Amuria were trained in budget analysis skills under collaboration with Concern Worldwide-Uganda. The activity was aimed at imparting knowledge and skills in budget analysis to the community monitors. The training has enhanced the capacity of the monitors to interpret local government and national budgets.



A participant at a budget training workshop in Rakai district reports the results of group work in a plenary discussion



Public Forums

One public dialogue on Uganda's taxation policy was organized to discuss the review report on "Uganda's taxation policy, implications for Uganda's growth and poverty reduction". The dialogue attracted 226 (86 female and 140 men) participants including key policy makers, media and the general public. It also created a platform for CS to interface with key policy makers, and public interest in the dialogue reflected their recognition that it was tackling a subject rarely brought to the public arena, and yet it was important to their economic wellbeing.



Member of Parliament Hon. Oketcho gives a contribution during the taxation workshop

Treasury chief urges on taxes

Chandason Wanyama
Kampala

"It's incumbent upon those who formulate our taxation policies and the pillar of this economy to exercise prudence, fairness in narrowing the often wide gap between the rich and very poor," said Deputy Secretary to the treasury, Mr Keith Muhakani while presenting a key note address at a Uganda Debt Network (UDN) public dialogue held at Hotel Africana Friday July 18.

He added that in a bid to boost revenue generation and to refurbish the national budget, financial status, every citizen is required to pay taxes.

"Through levying taxes the country raises the revenue that is apportioned every year in the national budget to finance the provision of vital services," he said.

The theme of the dialogue was "Uganda's Taxation Policy: Implications for growth and poverty reduction."

UDN works to promote and advocate for pro-poor policies influencing poverty focused policies.

Mr Muhakani also said taxes help in debt payment and financing capital development. He said UDN has a lot of contribution to debate making the country taxation policies pro-poor, especially with regard to who bears the burden of paying taxes that are some times high in relation to the annual levels of growth of our economy.

Mr Muhakani said the pro-poor policy should also show how tax reduction is being employed as a mechanism for reducing poverty among the most disadvantaged groups of our society.

"The heavy taxes levied on sections of society and the way national revenue raised from taxes to provide public services is almost concern to all of us," he added.

businesslink
your daily business connection
Friday 25th July 2008

WARID TELECOM

Printed Price: KSh 200	Printed Price: KSh 200	Printed Price: KSh 200
------------------------	------------------------	------------------------

USA Aids Women Coffee Farmers

By Moses Angila

THE UGANDA tax system has been described as being heavily tilted and only meant to benefit a few individuals. The observation was made by several speakers at a recent public debate organized by the Uganda Debt Network (UDN) to review and analyze the national taxation policy's implication on poverty reduction and national economic growth. According to a survey conducted by UDN, Uganda's tax system is not revenue productive but also at draining the pocket of those hard earned cash. The survey also showed that the top 10 tax payers only contributed 29% to the national treasury. UDN's chief executive, Max Ajanga says that because of this system, the poor across the country have not significantly improved their livelihoods. People living below the poverty line stood at 8.5 million in 2006/07 from 5.4 million people in 2002/03. Ajanga says that between 1997 and 1998, UDN net collections were at Sh175.6 billion but have since dropped to over Sh13.5 billion.

TAX POLICY FAVOURS FEW

By Moses Angila

Indicating the poor of their hard earned cash. The survey also showed that the top 10 tax payers only contributed 29% to the national treasury. UDN's chief executive, Max Ajanga says that because of this system, the poor across the country have not significantly improved their livelihoods. People living below the poverty line stood at 8.5 million in 2006/07 from 5.4 million people in 2002/03. Ajanga says that between 1997 and 1998, UDN net collections were at Sh175.6 billion but have since dropped to over Sh13.5 billion.

Crane Bank Millions Won

By John Kamukama

ONE OF over 11,000 new Crane Bank account holders who joined after April 4, will have a chance to walk away with Sh100 million at the "The Millionaire" grand draw, due tomorrow, Saturday of Crane Bank's opening.

The Daily Monitor, July 23rd 2008



Media activities

During the reporting period, five media activities were organized; one radio talk show on Top Radio; one TV talk show on NTV; and, two newspaper interviews in *Bukedde* newspaper and *The Independent* Magazine. These talk shows/interviews focused on the 2008/09 National Budget and the Right to Food. The media activities amplified the debate on the budget and raised public awareness on their right to food. They also raised UDN's visibility locally and internationally.

Budget data bank

UDN's Budget data bank was updated. UDN has continued to serve as a key source of budget-related information by various stakeholders. Over 65 copies of budget-related information materials were collected and have been very handy as sources of information to beef up budget advocacy research.

Inter-networking

UDN and members were facilitated to attend eight inter-networking meetings. UDN was able to make a presentation on Auditing of Government Expenditure during the meeting with the members of the Public Accounts Committee of Parliament from the Eastern Region. A UDN staff also participated in a Budget Analysis workshop, organized by ANCEFA in Abuja, Nigeria, in which 35 participants from six countries in Africa participated and acquired skills in budget analysis. Through inter-networking meetings and collaborative skills exchanges, UDN's image has been fostered at local, regional and international levels. These meetings have also provided a platform for UDN to share ideas with other like-minded organizations.

Challenges

Despite the above achievements, there are still challenges of ensuring that Civil Society proposals identified are incorporated in policy processes, strengthening CS capacity and collaboration in budget advocacy and sustaining CS engagement in budget advocacy.

2.4 Governance and Rights Programme

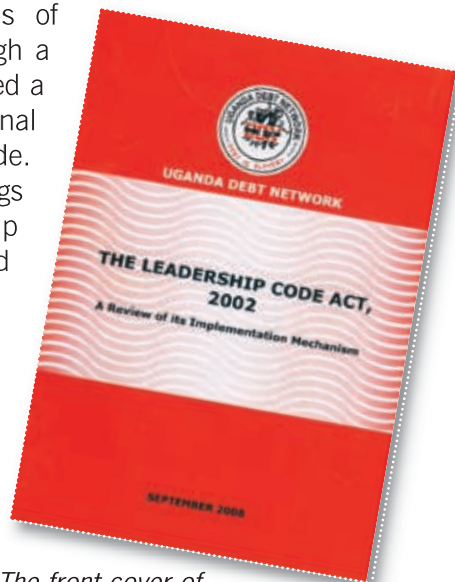
The strategic objective of the Governance and Rights programme is that the Ministry of Ethics and Integrity establishes and operates a National Integrity System (NIS) to combat corruption, abuse of office and wastage of public resources to improve governance and human rights in the country. Over the reporting period, the programme aimed to accomplish this through a number of result areas, namely: strengthening the participation of citizens in the implementation of the National Anti-corruption Strategy; having a CSO system to reward public officers who uphold integrity and



ethical performance established and operational; strengthening the capacity of citizens in UDN operational districts to claim their rights and hold public officers accountable; and, reviewing, analyzing and understanding the effects of grand and political corruption on society. During the reporting period, the programme carried out the activities highlighted below;

Review and Analysis of Integrity Mechanisms: Leadership Code Study report

Following the nullification of three sections of the Leadership Code Act 2002 (LCA) through a Constitutional Court ruling, UDN commissioned a study to analyze the legal, policy and institutional challenges in implementing the Leadership Code. A study was commissioned and the findings revealed that the enactment of the Leadership Code Act was a great stride in preventing and fighting corruption in Uganda.



The front cover of Leadership Code Act review book

The report made several recommendations;

- a) the Constitution should be amended to incorporate the IGG's recommendations on the removal of top public officials who remain shielded by the nullification,
- b) declarations of personal wealth made by leaders to the IGG should be publicly displayed to facilitate public follow-up and verification of the declarations,
- c) the need to establish the Leadership Tribunal to avoid the suspicion relating to the impartiality of the implementer of the LCA as voiced in one of the landmark cases challenging the IGG's powers in this regard.

This study report was published and disseminated to government ministries, anti-corruption agencies and the general public and is being used as part of a broader struggle to the fight against corruption in Uganda.

Training in Rights-Based Approaches to Development

After developing the training materials for Rights-Based Approaches (RBAs) to development, UDN carried out a training in RBAs for community monitors from Bushenyi and Kanungu districts. The training was aimed at enabling the participants to gain a common understanding of human rights principles and how they are linked to the policies, plans and processes of development in Uganda. This training explored ways of creating linkages between the communities and the local and central government.



Participants practising using the Problem Tree tool for causality analysis.

Participants acquired practical skills and expressed confidence that they could empower others to engage duty bearers to demand for their rights and fight poverty.

Public Interest Litigation

In 2008, UDN undertook a Public Interest Litigation (PIL) study to underscore the importance of a Human Rights Based Approach in the design and implementation of government programmes and policies.

The study aimed at generating a body of PIL cases in the area of economic, social and cultural rights as a response to widespread poverty in Uganda and come up with a rigorous blue print to foster greater litigation on poverty in Uganda. The report recommended that there should be increased awareness and demand for public interest litigation from the rights holders and thereby help to tackle widespread poverty in Uganda.

Consequently, the study illustrated the importance of PIL as a vehicle for socio-economic transformation in poverty eradication strategies. The report highlighted some challenges like the high cost of public litigation and inaccessibility of legal processes, as well as the constrained environment in which CSOs operate.

Youth Anti-corruption activities

UDN recognizes that the fight against corruption requires the participation of all Ugandans, including the youth. For an effective fight against corruption, all stakeholders should be involved but unfortunately, not much effort has been made to actively involve the youth in anti-corruption drives and campaigns, yet they are tomorrow's leaders and duty bearers.

UDN with collaboration of the the UDN Youth Task Force members, organized anti-corruption debate competitions for students from 12 universities in Uganda, namely



Makerere University (MUK), Kyambogo University, Uganda Christian University (UCU), Makerere University Business School (MUBS), Bugema University, Uganda Martyrs University -Nkozi, Ndejje University, Islamic University in Uganda (UIUI), Kampala International University and Kampala University. The debates were aimed at educating and sensitizing the youth and the general public on the effects of Corruption to a developing country like Uganda. The debates enabled the youth to raise their views on corruption and how it can be mitigated.

The debates were highly attended attracting over 1,000 university students who presented 56 well-researched papers on corruption in general. The final debate was crowned by Hon. Dr. Nsaba Buturo, the Minister of State for Ethics and Integrity, who commended UDN for her active engagement of the youth in anti-corruption efforts.



(Left): One of the zonal debates held at Kyambogo University and (Right) The Minister of State for Ethics and Integrity, Dr. James Nsaba Buturo, opening the final debate competitions

Civil Society Integrity Award

UDN recognizes that the fight against corruption requires a multi-pronged approach, including employing preventive measures that seek to institutionalize ethics and integrity in public office. In line with this, during the reporting period, UDN developed an approach memo to guide the process and organized an internal seminar to discuss the vetting criteria. Preliminary mapping visits were undertaken in six districts, introducing the concept to the monitors and district leaders. The exercise enlightened the monitors and local government officials about the importance of integrity in service delivery.

UDN partnerships and collaboration in anti-corruption work

UDN has continued to work closely with the Directorate of Ethics and Integrity (DEI) in undertaking anti-corruption activities and providing input into policy programmes and Bills. UDN attended nine meetings organized by DEI to harmonize anti-



corruption activities under the Anti-Corruption Public Private Partnership Committee (ACPPP) which consists of CS anti-corruption organizations, private sector and anti-corruption government agencies. This has enhanced corroboration and cooperation among CSOs and government agencies in the fight against corruption.

The fora has given UDN a platform to present community monitors concerns on corruption to the Inter-Agency Forum (IAF). Because of her increased collaboration with government agencies, UDN participated in designing the National Anti-Corruption Strategy 2008- 2013.

In the same period, UDN participated in six meetings organized by the Accountability Sector Working Group (ASWG) to strengthening collaboration in the fight against corruption. Working together with the Accountability Sector helped UDN to amplify the voices of the poor and marginalized people.

Internetworking meeting

Participation In UGMP activities

UDN actively participated in the Uganda Governance and Monitoring Project activities where it presented and submitted a paper on Transparency and Accountability. UGMP is a civil society organization started in 2004 to systematically monitor the trends in governance along four key area of; Democratization process; human rights situation; transparency and accountability and conflict resolution. UDN's presentation focused on key governance areas of legal framework on transparency and accountability and government accountability and civil society accountability. The presentation and subsequent submission of quarterly reports to UGMP increased UDN's visibility as a key CSO in the fight for transparency and accountability.

Meetings with similar organisations

UDN also held meeting with like minded organizations like; Human Rights Commission (UHRC), United Nations Development Programme, UWONET, UWOPA, EASSI, DENIVA, African Network for Prevention and Protection against Child abuse and Neglect (ANPPCAN), ACCU, Centre for women in Governance, DENIVA, NSSF petitions, Uganda Human rights Commission, Parliament of Uganda and UWONET.

Media campaigns organized at local and national levels

UDN has used the media as one of the tools in her advocacy work. Various media houses to popularize UDN advocacy activities. This included both the print, electronic and broadcast media. UDN produced 40 media briefs which were published by various media houses, creating awareness among the general public.



Two newspaper articles about the youth debates and leadership code study

Two radio talk shows on Radio West in Mbarara were organized to popularize the Rights-based approaches (RBAs) to development.

This was aimed at sensitizing and educating the communities of their rights to basic needs and to demand quality services from the service providers.

Challenges

Despite the above achievements, UDN still faces challenges in maintaining effective engagement with the Government in lobbying and advocacy. There are also high costs involved in undertaking a sustained advocacy campaign to achieve the expected results. It should also be noted that popularizing the fight against corruption to the wider citizenry to ensure that the public takes up and owns the fight against corruption is not an easy task.

2.5 Public Information Centre

The Public Information Centre (PIC) aims to operate a viable and sustainable Management Information System (MIS) to process and package UDN's advocacy products in a manner that effectively enhances the organization's image. The Centre engages in the collection, compilation and editing of information and data on UDN's institutional and programme work for dissemination to various stakeholders that include its membership, partners, stakeholders and the general public. The Centre also collects, stores and retrieves both electronic and hard copy information materials for day-to-day use in preparing the organization's advocacy, campaign and lobby documents. During the reporting period, the PIC accomplished the following;

Maintenance of e-mail and Internet connectivity

The programme ensured that all institutional computers were operational and that both the Local Area Network and Internet link were working on a 24-hour basis. This enabled the staff to have constant access to e-mail communication and used Internet-based information materials at will. This facilitated organizational communication,



quick information and decision-making, and also enabled staff to carry out research for effective policy analysis and the delivery of concise and well-targeted advocacy and lobby documents.

Website maintenance

Over one hundred and sixty new information materials were uploaded on the website at www.udn.or.ug. This information detailed UDN activities, publications, and position, research and issues papers. The website has been effectively updated and is used as an alternative data security backup. This has helped to increased publicity of UDN activities and has enhanced UDN advocacy locally and internationally.

Weekly Electronic Newsletter

The Centre compiled and disseminated 44 editions of the Weekly Electronic Newsletter. The newsletters highlighted UDN activities undertaken during the course of the week and prospects for the upcoming weeks. This enhanced collaboration with stakeholders and kept them acquainted with UDN advocacy activities.



A copy of the Weekly Newsletter

Policy Review Newsletter



The programme organized seven internal meetings to discuss topical policy issues to analyze in the monthly *Policy Review Newsletter* (PRN). The meeting helped to lay strategies for compiling and editing articles for the newsletter. As a result, seven issues of the Newsletter were published and disseminated, both electronically and in hard copy. The newsletter was disseminated among

key policy makers including parliamentarians, top civil servants and local government officials, UDN members, stakeholders and partners. The PRN continues to provide a unique civil society policy analysis platform where policy makers are challenged



regarding the pro-poor orientation of key policies, the rational deployment of national resources to deliver services and ensuring that transparency, accountability and good governance are upheld. The newsletter provided a forum for the extensive analysis of 2008/09 National Budget and issues on taxation, right to food and debt. The PRN also serves as an effective policy advocacy tool that reflects the Civil Society perspective that may not have received the necessary focus in the public media.

Documentation Unit

The PIC staff provided support services to the institution and other programmes in the documentation, editing and publication of advocacy documents like statements, position papers, issues papers, research reports and the Annual Report among others during the year. The Centre also procured reference materials and documents, and collated relevant and topical policy-oriented articles from the newspapers for use in advocacy and campaign work. The unit was used by the public to access documents at no cost, amplifying UDN as a leading research and advocacy organization.

By virtue of UDN being a leading participant in policy and budget advocacy, with pioneering work in community-based monitoring and anti-corruption work, the Centre received researchers, international partners and collaborators and representatives of government agencies seeking access to UDN's research and advocacy materials. Such visitors found publications issued by the Centre useful to replenish their knowledge of the Ugandan civil society environment and how it relates to national policy-making.

Documentary of CBMES Case Changes

The PIC collaborated with the Community Participation and Empowerment Programme and produced a 30-minute documentary depicting case changes as a result of community monitoring. The documentary highlighted service delivery successes and improvements brought about due to community pressure exerted on service providers and policy makers. The documentary is of high advocacy value as it brings out evidence of qualitative change in the lives of the communities as a result of UDN translating its vision and mission into targeted pro-poor policy interventions.

Editing and production of advocacy/research documents

PIC staff collaborated with the various programmes to compile, edit, proofread and see through the production processes of all the institutional, advocacy and research/review documents published throughout the year. Prominent among these were the 2007 Annual Report and the review reports on key issues such as Uganda's taxation policy; Government regulatory framework for external borrowing; and the applicability of the Leadership Code to fight corruption. The staff also collaborated with the other programmes to publish an institutional calendar for the year 2009 depicting highlights of 2008 programme implementation.



UDN Communication Strategy

During the reporting period, UDN updated and finalized her Communication Strategy in order to respond to the communication challenges in the organization. The strategy has guided the information flow and is being used as an advocacy and lobbying instrument.

Media coverage of UDN activities

Beyond the organization's own advocacy documents, the Centre made efforts to engage with the various players in the print and electronic media to ensure that UDN activities are amplified. These involved preparing press releases to announce major activities, enlisting media personnel to cover the activities and being available to answer questions from media houses, both local and international, concerning UDN's engagement with national policy-making processes. This has helped to keep UDN's profile high as a key player in the Ugandan civil society environment.

Challenges

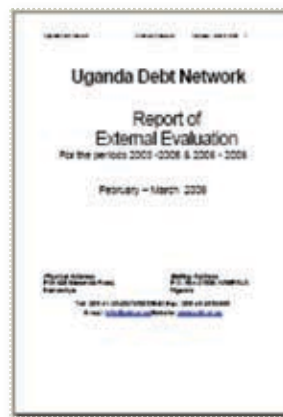
The Centre is faced with a number of challenges, especially that of keeping abreast with technological advancements in the information technology industry. It also has to contend with the high cost of publishing the *Policy Review Newsletter* and popularizing the debate generated by the publication.

2.6 Institutional and Organizational Development

The Institutional and Organizational Development programme ensures that UDN becomes a sustainable advocacy organization with sound governance and administrative structures and systems with highly motivated and committed members and staff that can deliver timely and quality advocacy outputs. The activities undertaken and achievements made during the reporting period are given in the sections that follow.

External Evaluation

During the reporting period, an external evaluation was carried out by consultants to ascertain UDN achievements, assess the value added as a result of implementing various advocacy programmes over the previous two-SAPP periods (2003-05 and 2006-08) and suggest the way forward for the future. The evaluation was carried out by collecting views from various stakeholders, partners and collaborators at national and local levels. During the time, two meetings attended by all staff and Board were held to discuss and finalise the evaluation report. The evaluation report was approved by the Board and disseminated among partners and key stakeholders. It provided an





independent assessment of the impact of UDN's programme implementation and laid the groundwork of resourceful data and trend analysis that informed the process to formulate the Strategic Advocacy Programme and Plan 2009-2011.

Strategic Advocacy Programme and Plan 2009-2011

After the external evaluation exercise, UDN held a series of consultative meetings involving Staff, Board members and other stakeholders to plan for the SAPP.

In August, a similar consultative meeting was held to kick start the process and collect views on future programmes and implementations. A total of 31 stakeholders including representatives of development partners, like-minded organizations and academic and research institutions participated. Three other regional consultative workshops were held in Mbarara, Busembatya, and Kumi. This was a bottom-up planning process which generated strategic issues to inform the new SAPP and strengthened stakeholder ownership.



A participant gives her comments during SAPP Stakeholders Workshop at Hotel Equatoria, December 2008.

UDN is completing the process of developing a Strategic Advocacy Programme and Plan (SAPP) for the next three years (2009-2011). A draft SAPP document was prepared and discussed with stakeholders to get their reactions and input into the new SAPP. Among the 26 participants were representatives of development partners, civil society organizations that share the same ideals as UDN, research and academic institutions.

Sustainability Strategy

The UDN budget, like the budgets of other CSOs, has always been under-funded. In order to raise more resources, the Secretariat developed and submitted twelve proposals for funding. Eight of funding proposals were approved and funds for seven of them remitted. This helped in reducing the budget deficit.

Endowment Fund

UDN has continued to devise strategies for ensuring self-sustenance through developing an Endowment Fund. The endowment policy has been developed, approved by the Board of Directors and is being implemented. The organization continues to attract and retain more members to buy into the new membership



structure and contribute to its endowment. The endowment fund now stands at UGX 102,674,080/= .UDN calls upon friends and well wishers to make contributions towards the endowment fund to achieve a target indicator of 40% of own generated incomes over a 5-year period.

Increased membership

Since UDN is a network organization, membership is vital to its activities. It is through the combined effort of members (especially like-minded individuals and organizations) that UDN advocacy objectives can be achieved. Two membership committee meetings were held in which strategies for increasing membership drive were drawn up. One thousand copies of membership brochures were reproduced and sent to prospective members to inform them of the benefits of being a member of UDN. At the same, membership information was also reproduced in the Policy Review Newsletters.

Annual General Meeting

Three major institutional developments over 2008 militated against holding the Annual General Meeting that should have been held at least in the second quarter. The Board's preoccupation with the pressing need to recruit a substantive Executive Director and a Director of Programmes, the institutional focus on undertaking an External Evaluation to assess the impact of two three-year SAPP periods, and the inescapable requirement to engage in extensive consultations as part of the process to formulate the new SAPP 2009 -11, forced the organization to reschedule holding the AGM to early 2009.

UDN Amended Constitution

Following the 2007 Annual General Meeting, the UDN Constitution was amended to incorporate new legal requirements brought about by changes in the organization's institutional set up and the need to cope with an ever-changing operational environment. The Amended Constitution was registered with Registrar of Companies, 180 copies disseminated among key stakeholders, and it is now operational.

Board Meetings

During the year, four scheduled and six extraordinary Board Meetings were held. These were necessary to expedite staff recruitment, UDN constitutional amendment processes, Annual Report 2007, Audit Report 2007, Work plan and budget 2008 and development of strategic advocacy programme and Plan 2009-2011. As a result of these meetings, the Board's advisory role to the Secretariat, together with cornerstones of the organization's institutional set-up, were strengthened. Senior staff members continued to attend scheduled Board meetings. This made it easier for the Board to be fully informed of developments in programme implementation and for the staff to participate in forums where decisions to run the organization are made.



In addition, 12 Board Committee Meetings (6 Human Resource, 3 Finance and 3 special ones for staff recruitment) were held. Decision-making at the committee level facilitated the Board's functionality in making quick decisions and giving appropriate strategic guidance to the organization.

Board Capacity Enhancement

Three Board members underwent training to strengthen their skills in keeping pace with trends affecting poverty, policy advocacy and effective participation in management. This has enhanced Board capacity to provide strategic guidance to the Secretariat and facilitating organizational learning. Below is a list of Board members who undertook training:

Table 3: Board Members who undertook training in the Year 2008

Name	Training undertaken	Venue	Organizer
Prof. Edward Kakonge	Governing Boards	Arusha, Tanzania	EASUN
Mr. Julius Othieno	Facilitating Organizational Development	Arusha, Tanzania	EASUN
Ms. Daisy Owomugasho	Right to Food	Washington DC, USA	IHRIP

Planning, Monitoring and Evaluation

UDN holds Annual and Half-Year review and planning meetings attended by Board, staff, partners and other stakeholders. Such meetings provide a platform to appraise stakeholders of the implementation progress and make inputs in the next plans.

During the year, the Annual Review and Planning Meeting was organized and attended by 33 stakeholders. The meeting updated stakeholders on implementation of programmes, accountability and also reviewed the achievements and challenges for the year 2007. The way forward discussed provided inputs into the organization's planning and implementation processes.

In addition, the UDN Secretariat holds weekly, monthly meetings to review progress in programme implementation. It also organizes quarterly review and planning meetings that are attended by Board members and staff.

The planning meetings are important as they are used to identify critical issues impeding efficiency and effectiveness of the programmes, and the achievements, challenges and changes in the operating environment. A key lesson learnt from this routine practice is that it has become a source of learning for all staff and members in understanding the vision and mission of the organization and ensuring that resource utilization is optimized.



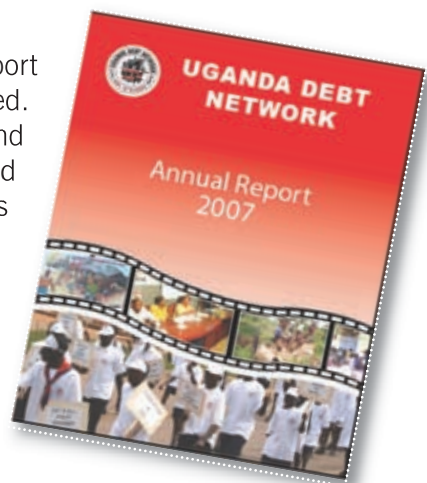
Ms Martha Nanjobe, Senior Programme Officer (Governance & Rights Programme) making a presentation at the Annual Review and Planning meeting at Hotel Africana, Kampala in February 2008

In addition to the regular meetings to review and plan, UDN staff make field visits to programme activity sites to monitor their implementation and evaluate the impact of the programmes and activities on the beneficiaries. During the reporting period, several field visits were organized to interact with various partner groups that are involved in implementation of UDN programmes.

During the year, 47 weekly, 12 monthly, four quarterly and one half-year review and planning meetings were held. Review reports were prepared, discussed and approved. This led to effective programme planning, coordination, monitoring, evaluation and reporting that updated UDN staff, Board and other stakeholders on programme performance and progress. Review meetings provided a forum for stakeholder input into overall UDN strategies.

Annual Report

During the year, 1,000 copies of Annual Report 2007 (Narrative) were produced and disseminated. Annual Reports give members, partners and stakeholders appraisals of programme and institutional performance, and the achievements and impact registered in the process. The Annual report is circulated widely on hard copy, soft copy and uploaded on the UDN website. This ensures that UDN does not only account to the providers of funds but also to beneficiaries and wider stakeholders.





Recruitment of Staff

During the year, the Executive Director (ED), Director and Director of Programmes (DOP), 3 Programme Assistants and 3 Interns were recruited and deployed. Three other staff were recruited to work effective the beginning of 2009. These are one Programme Officer, one Programme assistant and one Human Resource/Accounts Assistant. This will enhance administrative and leadership capacity for programme implementation.

Trainings

UDN is committed to strengthening its internal capacity to undertake effective lobbying and advocacy. Therefore, UDN policy is to encourage staff to undertake relevant training in order to keep up with advocacy requirements to sustain standards of her stakeholders. During the reporting period, UDN supported its staff members to undertake training that enabled them to acquire knowledge and skills to respond to new advocacy and campaign demands that arise in an ever-changing socio-political environment. The skills and knowledge acquired are relevant to UDN's long-term strategy of developing an impact-oriented organization.

Table 4: Staff Members who undertook training, January - December 2008

Name	Training undertaken	Venue/Place	Organizer
Rukia Nakamatte	Governing for Dev't. The New Aid Paradigm	Belgium	University of Antwerp
Robert Nkwasiabwe	Anti-money laundering and countering the terrorist financing by Bank of Uganda	Kampala	Bank of Uganda
Grace Kenyonga	Public Debt Audit,	Kampala	African Centre for Trade and Development
Brenda Kabasinguzi	Aid Information	Kampala	Development Research and Training
All Staff	Continuous in-house trainings in computer packages, electronic mailing, advocacy and lobbying, communication, book review seminars, rotational responsibilities of Director of Programmes, etc.		



As UDN constantly encourages training, staff members were able to further their studies on self-sponsorship basis to acquire skills and knowledge to enhance their performance. The following staff members undertook such studies in the following areas:

Name	Course	Venue	Date of Completion
Anita Namara	Masters in Development Studies	Uganda Martyrs University	Completed August 2008
Pauline Apolot	Masters in Development Studies	Uganda Martyrs University	Completed August 2008
Robert Nkwasiabwe	Association of Certified Chartered Accountants (ACCA)	Management Training & Accountancy College	Completed December 2008
Grace Kobusingye	Uganda Advanced Certificate of Education	Excel Foundation for Adult Education	Completed December 2008

Staff Performance Appraisal

It is UDN's policy to appraise staff at the end of every year. The annual performance is instrumental in improving organizational performance by a) identifying areas of staff strengths and measuring the level of output b) informing staff of the areas in which they are weak; and c) assessing the options available and take measures to be taken to improve staff performance. This year, fifteen staff members and three interns were appraised, and the reports discussed and approved by the Board.

Organizational Development (OD)

One Board member is undergoing training in Facilitating Organizational Development (FOD) facilitated by EASUN. This is an on-going course lasting two years including a back-home project during which the trainee takes active involvement by sharing and consulting with other staff and Board members, which facilitates organizational learning and development. This has enhanced Board capacity to provide strategic guidance to the Secretariat.

Exchange visits and internetworking meetings

The nature of UDN advocacy work requires that it is done in partnership with other like-minded organizations at local, national and international levels. During the year,



29 local and internetworking meetings were facilitated. This enhanced strategic collaboration and sharing of experiences on local civil society developments. The demand on UDN to participate in various government, partner and stakeholder activities remains high, which is a reflection that UDN has gathered the kind of experience that other organizations would want to learn from.

Some advocacy issues go beyond single-country borders. Hence during the year, UDN staff and were facilitated to participate in six inter-networking meetings at International level as shown in Table 4. This provided a platform for UDN to share experiences with other civil society players and enhanced strategic collaboration and learning.

Table 4: Staff Members who attended Major Inter-networking meetings, January - December 2008

Name	Type of the Meeting	Venue/Place	Organizer
Anita Namara	Paris Agenda Conference on Aid Effectiveness	Nairobi	Diakonia
Imelda Namagga	'National Budget Cycle' in Nigeria.	Abuja, Nigeria	African Network and Coalition on Education For All
Pauline Apolot	Social Partnership in in sustainability Development	Johannesburg, South Africa	University of Limerick and Trocaire
Patrick Tumwebaze	Annual meeting of African Institute Policy Forum	Gabon	African Capacity Building Foundation
Patrick Tumwebaze	GRASP Meeting	Accra, Ghana	CORDAID
Patrick Tumwebaze and Daisy Owomugasho	IBP Partners Meeting	Washington, DC	IBP
All Staff	29 Local Inter-networking meetings		



3.0 Lessons Learnt and Way Forward

Lessons learnt

At the end of its third Strategic Advocacy Programme and Plan UDN has learnt a number lessons as follows:

- a) While the Community Based Monitoring and Evaluation System (CBMES) is becoming a more popular transparency and accountability intervention, it is a very expensive programme to implement, which means its replication in more districts requires resources that no single organization can muster. This requires new strategies to be laid which should include new partnerships in order to take it to communities in districts that are demanding its introduction.
- b) Critiquing government policies and making recommendations for changes therein calls for high-level skills on the part of civil society members. These skills must be acquired purposively and should be applied diligently and with patience as state bureaucracy does not often lend itself to offering quick results as the private sector.
- c) The war against corruption among public officials who implement government programmes has remained an intractable issue. Uganda remains one of the worst performing countries in this aspect according to annual Transparency International corruption indices. There is a current perception that the majority of citizens have remained indifferent to the scourge or even inadvertently connived by adoring those who amass wealth through pilfering public funds.
- d) Donor funding for CSO programmes has tended to gradually move away from core funding to project-type of funding. This has created multiple problems for CSOs that in the circumstances have to make multiple reports to different funders in one year, thereby tying up human, time, money and other resources in these engagements. This situation is not sustainable in the long run and calls for creativity on the part of CSOs to explore new areas for self-sustainability.

Way Forward

- a) It is UDN's considered view that one of the most effective weapons against corruption, wastage and misuse of public resources remains community-based monitoring whereby groups of motivated volunteers follow up the implementation of public programmes in their localities to check on the delivery of poor quality and ensure value for money in services delivered. To this end, UDN plans to strengthen its partnership with the grassroots-based monitoring groups by



strengthening the capacity of those that are able to operate independently and scaling up the monitoring process in more sub-counties and districts.

- b) The fight against corruption has assumed highly political dimensions to the extent that an impasse has developed after the Constitutional Court ruled that sections of the Leadership Code Act 2002 are null and void as they tended to put the Inspector General of Government above the President in recommending punishment for alleged highly-placed corrupt public officials. What has emerged is a situation where until the President decides to take such action, such officials remain protected. UDN has drawn up strategies to mobilize other anti-corruption CSOs to strengthen the lobby to the Executive arm of government to unlock the impasse and send the right signals that the corrupt will not be protected, whether by political, legal or administrative covers.
- c) UDN has drawn up strategies to increase self-sustainability by setting up an Endowment Fund and introducing new programmes that will form the basis for extra fund mobilization.



THE FINANCIAL SITUATION AT UDN

The Financial statements are shown below:

Income Statement For The Year 2008

	Budgeted 2008	Actual 2008	Actual 2007
Incomes			
Donation / Grants (Core Support)	936,902,744	1,046,277,402	876,913,314
(Designated Support)	33,000,000	146,324,098	19,023,999
Committed Incomes			136,125,000
Membership Fees	8,500,000	2,210,000	2,835,000
Other Sales	2,800,000	8,000	-
Sub-Total	981,202,744	1,194,819,500	1,034,897,313
Other Income			
UDN Operations Income	25,000,000	14,923,796	7,776,316
Interest Received (on Endowment Fund)	1,500,000	6,654,324	3,185,571
Sundry Income	5,000,000	-	23,000
Profit/Loss on Foreign Exchange	12,000,000	55,106,844	1,422,092
Profit/Loss on sale of non-Current Assets	-		8,400,000
Sub-Total	43,500,000	76,684,964	20,806,979
Programme Expenditure			
Community Participation and Empowerment	275,680,225	304,788,787	239,560,622
Policy Analysis & Socio-Economic Research	229,987,725	77,953,526	55,726,095
Budget Advocacy Initiative	228,092,725	116,011,410	57,289,592
Governance & Rights Programme	272,328,975	118,813,712	145,045,904
Public Information Centre	200,344,725	114,948,090	95,556,607
Institutional & Organisational Development	511,499,750	407,214,547	329,921,748
General Administrative Expenses	60,214,500	56,419,902	53,577,836
Total Recurrent Expenditure	1,778,148,625	1,196,149,974	976,678,404
Surplus/(Deficit) for the year		75,354,490	79,025,888



	Budgeted 2008	Actual 2008	Actual 2007
Less depreciation		(53,644,021)	(61,565,494)
Net surplus/(deficit) for the year		21,710,469	17,460,394
Accumulated fund at 31 December 2007		289,390,761	298,727,223
		311,101,230	316,187,617
Transfer to Endowment fund		(24,096,120)	(26,796,856)
Accumulated fund at 31 December 2008		287,005,110	289,390,761
The Accumulated Fund is represented by: -			
Cash at Hand and Bank		435,755,754	228,687,564
Fixed Assets		47,202,533	88,046,554
Accounts receivable & prepayments		-	136,125,000
Other receivables		1,833,173	1,094,102
Accounts payable & Accruals		(49,666,735)	(31,707,299)
Other payables		(45,445,535)	(54,477,200)
Endowment fund		(102,674,080)	(78,377,960)
Total		287,005,110	289,390,761



Sources Of Funds For The Year 2008

	Year 2008	Year 2007
<u>Core Programme Support</u>		
(a) Hivos	139,021,329	136,174,464
(b) Cord Aid - Bilance	442,325,750	236,782,845
(c) Christain Aid - UK		62,978,043
(d) Trocaire	128,488,616	154,815,674
(e) Danida		
(f) Dan Church Aid	82,887,941	78,548,690
(g) DFID	253,553,766	207,613,598
Total Core Programme Support	1,046,277,402	876,913,314
<u>Designated Programme Support</u>		
(a) Concern Uganda	85,580,250	4,400,000
(b) Dan Church Aid (TEDDO Project)	43,657,688	
(c) IBP		12,623,999
(d) Caritas Uganda		1,000,000
(e) Environmental Alert		1,000,000
(f) AFRODAD	3,850,060	
(g) EU - CS Capaciry Building Programme	6,000,000	
(h) FAO Uganda	6,586,000	
(i) Other Donations - Diakonia	650,100	
Total Designated Programme Support	146,324,098	19,023,999
<u>Committed Incomes</u>		
VCEP		136,125,000
Total Committed Incomes	-	136,125,000
Total Grants	1,192,601,500	1,032,062,313



Balance Sheet As At December 31, 2008

		December 2008	December 2007
<u>EMPLOYMENT OF CAPITAL</u>	<u>Shs</u>	<u>Shs</u>	<u>Shs</u>
Fixed Assets		47,202,533	88,046,554
Current Assets			
Cash at Hand & Bank	435,755,754		228,687,564
Customer Control Account	-		136,125,000
Other Current Assets	1,833,173		1,094,102
		437,588,927	365,906,666
Current Liabilities			
Accounts Payable	49,666,735		31,707,299
Other Current Liabilities	45,445,535		54,477,200
		95,112,270	86,184,499
Net Current Assets		342,476,657	279,722,167
Total Assets Employed		389,679,190	367,768,721
FINANCED BY			
Endowment Fund		102,674,080	78,377,960
Accumulated Funds		287,005,110	289,390,761
		389,679,190	367,768,721



Annexes

Annex 1: List of Board of Directors as at December 2008

Name	Status
Prof. Edward Kakonge	Chairperson / Chair Human Res. Committee
Ms. Daisy Owomugasho	Vice Chairperson
Mr. Stephen Gwoktcho	Treasurer / Chair Finance Committee
Mr. Julius Othieno	Secretary
Hon. Geoffrey Ekanya	Member / Chair Constitutional Review Committee
Mr. Ralph Ochieng	Member
Mrs. Albina Opio	Member



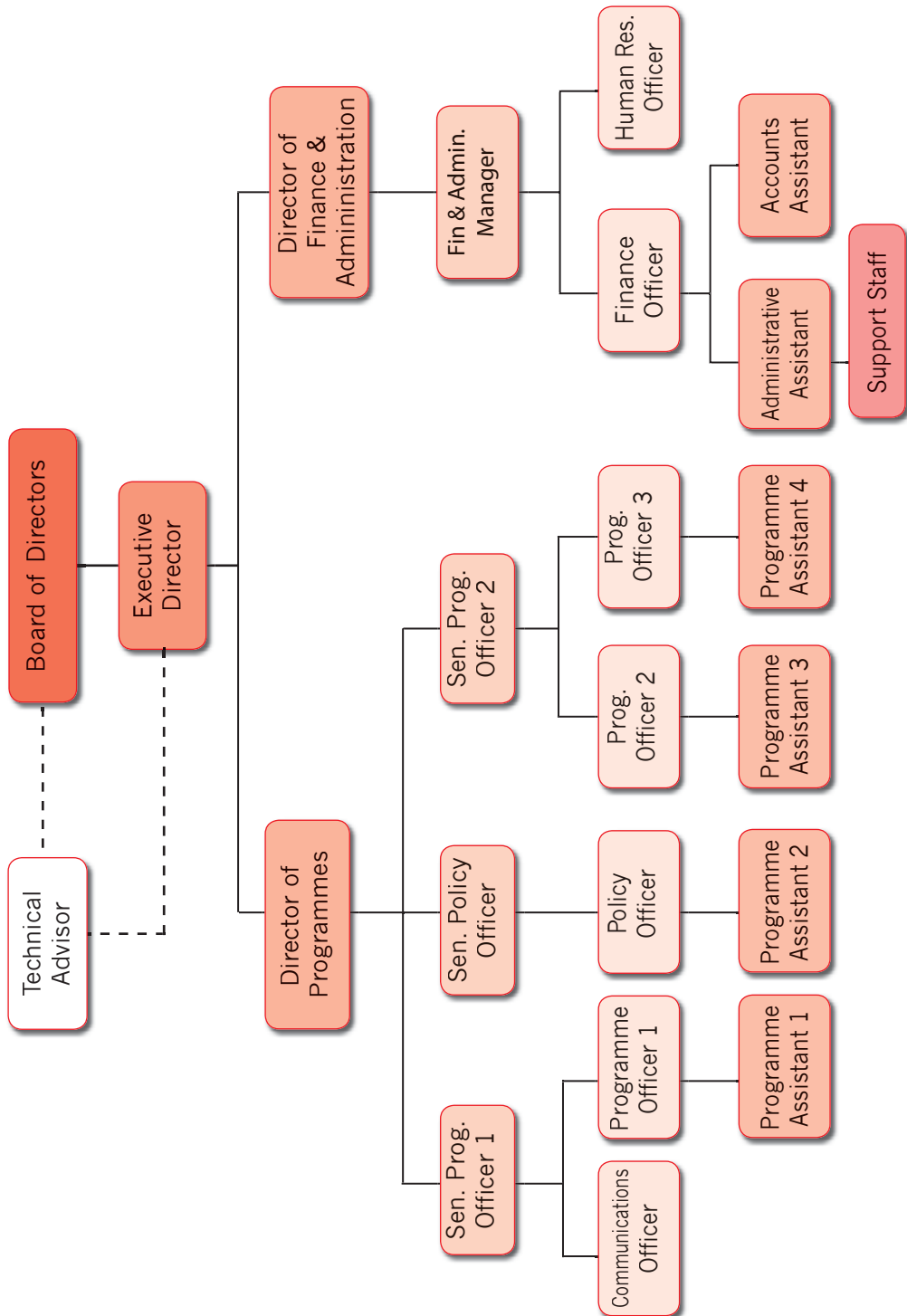
Annexes

Annex 2: List of Staff for period January - December 2008

Name	Status
Mr. Patrick Tumwebaze	Executive Director - from November Director Finance & Administration – up to October
Ms. Daisy Owomugasho	Ag. Executive Director – up to June
Mr. Paul Shem Kabasa	Director of Programmes – from July
Mr. Mukotani Rugyendo	Publications Editor
Mr. Daniel Lukwago	Senior Policy Officer – up to July
Ms. Martha Nanjobe	Senior Programme Officer (Governance and Rights) – up to May
Mr. Julius Kapwepwe	Programme Officer – up to July
Mr. Robert Nkwasiabwe	Finance Officer
Ms. Rukia Nakamatte	Communications Officer
Ms. Imelda Namagga	Programme Officer
Ms. Pauline Apolot	Programme Officer
Ms. Anita Namara	Ag. Programme Officer
Ms. Esther Mufumba	Administrative Assistant
Ms. Brenda Oyulu	Programme Assistant – from July
Ms. Grace Kenyonga	Programme Assistant – from July
Ms. Maureen Agaba	Programme Assistant – from August
Ms. Allen Uhiriwe	Intern (Governance & Rights) – Up to May
Ms. Brenda Kabasinguzi	Intern – From July
Ms. Olivia Faith Amoding	Intern – From July
Mr. Jude Tadeo Odaro	Intern – From July
Mr. George Matovu	Logistics Officer
Ms. Susan Wanyana	Office Assistant I
Ms. Grace Kobusingye	Office Attendant II



Annex 3: UDN Organizational Chart 2006-08







Uganda Debt Network

Plot 424 Mawanda Road, Kamwokya

P. O. Box 21509 Kampala - Uganda

Tel: 256 414 543974 / 533840 Fax: 256 414 534856

E-mail: info@udn.or.ug

Website: <http://www.udn.or.ug>