



Uganda Debt Network

Annual Report
2014





COVER PHOTO:

Participants in the High Level Conference on African Perspectives on Sovereign Debt Restructuring jointly organized by UDN and CIGI at L. Victoria Serena Hotel in Entebbe, 7-8 August 2014:

FRONT ROW, L-R:

1. Mr. Siewe Guillaume, Policy Analyst, Ministry of finance, Cameroon
2. Mr. Nganda Magande (Former Finance Minister of Zambia)
3. Hon. Joash Mayanja Nkangi, Former finance Minister Uganda
4. Dr. Domenico Lombardi, Director, Centre for International Governance Innovation (CIGI) - Canada,
5. H.E. Edward K. Ssekandi, Vice President of the Republic of Uganda
6. Prof. Ezra Suruma former Finance Minister, currently Senior Presidential Advisor, also UDN Chairman

7. Dr. David Kihangire, East African Community, Regional Financial Policy Advisor
8. Prof. Augustus Niwagaba, Poverty alleviation Consultant, Director Reev Consult International, also Lecturer, Makerere University
9. Mr. Patrick Tumwebaze, Executive Director, UDN
10. Hon. Osafo Maafu, Former Finance Minister, Ghana

REAR ROW, L-R:

1. Mr. James. S. Roberts, Executive Director, GCAPH-Liberia, Liberia
2. Ms. Pauline Agnes Apolot, Program Officer, Democratic Governance Facility
3. Ms Imelda Namaga, Senior Programme Officer, Governance & Rights, UDN
4. Mr. Julius Mukunda, National Coordinator, Civil Society Budget Advocacy Group (CSBAG), Uganda
5. Mr. Julius Kapwepwe, Director of Programmes, UDN
6. Dr. Tirivangani Mutazu, Policy Analyst – AFRODAD, Zimbabwe

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TABLE 1: ACRONYMS

BINP	Bwindi Impenetrable National Park	MoFPED	Ministry of Finance, Planning and Economic Development
BMM	Black Monday Movement	MONARLIP	Moroto-Nakapiripirit Religious Leaders' initiative for Peace
CBE	Capacity Building and Empowerment	MUST	Mbarara University of Science and Technology
CBMES	Community Based Monitoring and Evaluation System	MVP	Millennium Villages' Project
CEFORD	Community Empowerment for Rural Development	NDP	National Development Plan
CIDI	Community Integrated Development Initiatives	OAG	Office of the Auditor General
CIGI	Centre for International Governance Innovation	PAC	Public Accounts Committee
COU-TEDDO	Church of Uganda-Teso Diocese Planning & Development Office	PFMB	Public Finance Management Bill
CPI	Corruption Perception Index	Plan	Plan International
CSBAG	Civil Society Budget Advocacy Group	PNF	Pader NGO Forum
CSO	Civil Society Organisation	PPDAA	Public Procurement and Disposal of Public Assets Authority
DCA	Dan Church Aid	PROFIRA	Project for Financial Inclusion for Rural Areas
DDP	District Development Plan	PTA	Parents - Teachers Association
DGF	Democratic Governance Facility	QEPA	Queen Elizabeth National Park
D/RDC	Deputy Resident District Commissioner	RDP- Uganda	Recreation for Development and Peace in Uganda
DEI	Directorate of Ethics and Integrity	RTI/GAPP	Research Triangle International/Governance, Accountability, Participation and Performance Programme
FY	Financial Year	SACCOS	Savings and Credit Cooperatives Society
GDNF	Gulu NGO FORUM	SAPP	Strategic Advocacy Programme and Plan
IAF	Inter-Agency Forum	SCIU	Save the Children in Uganda
IFAD	International Fund for Agricultural Development	SMCs	Schools Management Committees
IG	Inspectorate of Government	TAC	Tororo Anti-Corruption Coalition
IMF	International Monetary Fund	UDN	Uganda Debt Network
JARD	Joint Annual Review of Decentralisation	UJCC	Uganda Joint Christian Council
LC	Local Council	VEDCO	Volunteer Efforts for Development Concerns
LNF	Lira NGO Forum	WAAC	West Ankole Anti-Corruption Coalition
MDAs	Ministries, Departments and Agencies	WB	World Bank
MoES	Ministry of Education and Sports		

MESSAGE FROM THE UDN BOARD CHAIRMAN



“ Apart from the successful implementation of programmes in its mandate, acquisition of own office premises remains a significant achievement for UDN that will stand the test of time. ”

As the Board Chairman, it gives me immense pleasure to preside over a robust organization like UDN, the richness of which is attested by this rich report. I take the honor to congratulate the entire UDN membership upon having acquired a home through a mortgage with Housing Finance Bank this year. Apart from the successful implementation of programmes in its mandate, acquisition of own office premises remains a significant achievement for UDN that will stand the test of time.

I call upon the secretariat to continue thinking outside the box for yet more significant milestones in 2015. The areas of documentation and publicity are still growing, and we anticipate proliferating in generation and dissemination of credible and factual information to our stakeholders, especially the rural poor at one level and the central government at the other.

As we enter 2016, which is obviously a significant year in Uganda's political history, UDN shall sustain its course of apolitical pro-poor, rights based advocacy, bearing in minds our core mandate. Along the way, since the launch of the 5 year SAPP, we have come to realize some of the shortcomings, which makes it expedient to rethink our interventions and start ground work for ingredients of the successor strategic plan to be embarked on in 2016.

We as board members continue to assure membership that we shall continue to fulfill our duties of uncompromising policy direction and strategic oversight until the expiry of our term, and lay a firm foundation for the new board that assumes office in 2015. We highly appreciate the unilateral support of development partners for the trust and confidence they have in UDN; and pledge to remain steadfast and not to give them any reason to waiver in this trust.

Given the ever-growing need for community empowerment, promoting public accountability and fostering prudent debt acquisition processes and desirable quality of aid in Uganda's development paradigm, we look forward to even a better year of implementation in 2015.

Uganda Debt Network (UDN)

MESSAGE FROM THE EXECUTIVE DIRECTOR



“Through partnership and networking, we influenced policy and legislation to the extent that the views of UDN and partners were incorporated in the 2014/15 national budget, and in the various legislations.”

This year 2014 marks yet another milestone in the general progressive life of UDN since birth in 1996 and current strategic plan 2012-2016 in particular. Thanks to the supportive board and the competent team of UDN management and staff, we were able to take significant strides in pursuit of UDN mission. Generally, annual targets in all the programme areas were accomplished. Suffice to mention a few outstanding milestones in each of the programme areas as illustrative snapshots of our growth trend.

The acquisition of the UDN premises Housing Finance Bank at a prime location (Plot 153-154 Ntinda Road, Kampala) is a reassurance that UDN will be able to confidently sustain its operations, without the fear and uncertainty concerning sources of rent, as was previously the case.

In its programme work, UDN raised its international profile bar by hosting a High-Level Conference on African Perspectives on Sovereign Debt Restructuring in collaboration with the Canada-based think-tank, the Centre for International Governance Innovation (CIGI) that attracted over 40 participants including serving Central Bank Governors and former finance ministers, along with eminent Macro-Economics academicians and practitioners from 8 selected African countries. Proposals

from the conference contributed to the World Bank meetings on debt restructuring, attended by the UDN Board Chairman in October 2014.

Through partnership and networking, we influenced policy and legislation to the extent that the views of UDN and partners were incorporated in the 2014/15 national budget, and in the various legislations, including The Leadership Code Act (Amendment) with attendant creation of the Leadership Code Tribunal and implementation guidelines, The Anti-Corruption (Amendment) Bill, and the Public Finance and Management Bill.

UDN has also continued to facilitate 16 CBOs with Institutional Development Funds (IDFs) to undertake community monitoring, reporting and sustained advocacy in their respective communities and Local Governments. This has strengthened local accountability and improved service delivery across UDN areas of operation in Uganda.

All the achievements documented in this report would not be achieved if it was not for the concerted efforts of the Board, staff and partners at national level, and most especially the community based structures. It goes without saying that UDN is always highly appreciative of the development partners that provided resources for implementation of the programmes as planned. We look forward for continued partnership in this regard. Aluta Continua.

A handwritten signature in blue ink, which appears to read 'Patrick Tumwebaze'.

Patrick Tumwebaze
Executive Director.

EXECUTIVE SUMMARY

UDN has done implemented of the 2012-2016 Strategic Plan and Programme (SAPP) for three years. In 2014, UDN continued to pursue her Vision for “A prosperous Uganda with sustainable, equitable development and a high quality of life of the people” through her mission, “To promote and advocate for poor and marginalized people to participate in influencing poverty focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization”.

UDN’s implementation of activities under the various result areas was guided by the Programme Areas under the 2012-2016 SAPP, namely; i) Governance and Rights; ii) Capacity Building and Empowerment; and iii) Institutional and Organizational Development. UDN is consistently on course towards realizing its targets and highlights of some of the achievements registered in 2014 include the following:

- i) At least 4 legislation and policy issues that UDN has been lobbying for since 2012 were by end of 2014 at their final stages at Cabinet, Parliament or before the President for Assent, namely; a) The Leadership Code Act (Amendment) with attendant creation of the Leadership Code Tribunal and implementation guidelines, b) the Anti-Corruption (Amendment) Bill 2013, c) the Public Finance and Management Bill and d) the Public-Private Partnership Bill e) policy on microfinance and rural financial inclusion.
- ii) Joint efforts on pro-poor budgeting yielded results.
- iii) Advocacy against misuse/ abuse of Government vehicles: This also covered abuse of Government drivers, fuels and lubricants and poor fleet management, leading to loss of colossal sums worth of public resources.

In a nutshell:

Achievements of 2014

Legislation & Policy

- The Leadership Code Act
- Anti-Corruption (Amendment) Bill 2013
- Public Finance and Management Bill
- Public-Private Partnership
- Policy on microfinance and rural financial inclusion

- **pro-poor budgeting** yielded results
- Advocacy against misuse/ abuse of **Government vehicles**
- Improved functional capacity of **local accountability initiatives**
- Improved capacity to mobilise **citizens recovering from conflict situations** to monitor complex funds of social action programs

iv) UDN successfully piloted the sub-granting initiative with the Western Ankole Anti-Corruption Coalition (WAAC) in Bushenyi District to improve functional capacity of local accountability initiatives covering 5 districts in Ankole sub-region in Uganda.

v) Under the UDN partnership with the IG, WB and 8 CSOs, we successfully implemented and managed structures for Social Accountability and Community Monitoring (SACM) across 33 districts in Uganda benefiting from NUSAF II in Karamoja, Elgon, Bukedi, Teso, Acholi, Lango, West Nile and Bunyoro. The lessons have strengthened UDN capacity to effectively mobilise citizens recovering from a situation of conflict to monitor complex funds of social action programs.

vi) UDN secured own home/ premises, through a bank facility.

Such key milestones have been achieved with support from development partners: DCA, Save the Children in Uganda (SCiU), Concern Worldwide, Trocaire, Plan International, IG/ World Bank, RTI/GAPP and DGF.

GOVERNANCE AND RIGHTS PROGRAMME

Strategic Objective

Citizens' oversight of public resource generation, management and utilization strengthened to enhance public accountability, access to and efficient delivery of services.



UDN's Director of Programmes, Julius Kapwepwe Mishambi engages in the live TV debate on the FY 2014/15 national budget at WBS TV in Kampala, 12th June 2014

TOWARDS DESIRABLE POLICY CHANGE

Key policies on Generation & management of Public Resources

a) Policy Engagements for Improving Debt Management in Uganda

Against her concerns on the rapid debt accumulation for Uganda, UDN continued to engage Duty Bearers, for prudent debt acquisition and management. UDN engaged the Parliamentary Committee on National Economy and MoFPED officials on strategies for responsible borrowing and effective debt management in Uganda within the framework of prudent and accountable public finance management. MoFPED has since set up a Debt Management Unit in the Macro Economic Department to ensure that external inflows to Uganda are well managed to achieve service delivery outcomes that benefit citizens of Uganda.

b) Media advocacy, outreach for citizens' awareness and pressure on Government to increase participation

As a strategy to strengthen advocacy work, UDN has continued to participate in interactive media engagements to widely disseminate debt related information to citizens. Various interactive media engagements (press conferences, articles, panel discussions, talk shows and interviews) were conducted and covered through the popular electronic and print media.¹

UDN continued to note that increasing debt stock as well as non-transparent and poor public financial management posed a threat to macro-economic stability for Uganda. Government has since established Quarterly partners' platforms to witness release of funds to MDAs and Local Governments, revamping of the Government Integrated Personnel and Payroll System (IPPS) and its harmonization with the Integrated Financial Management System (IFMS) coordinated by MoFPED and Public Service.

c) Engagement with MoFPED on Aid Management

As a result of UDN's continued engagement, the Aid Liaison Department in MoFPED launched the Aid Management Platform. This is a web based on-line application to enable better tracking, coordination and management of external resource flows by Government, development partners and other stakeholders like UDN.

¹ <https://www.dropbox.com/s/mxlr5xf5a27mhs/CATALOGUE%20OF%20LINKS%20TO%20MEDIA%20APPEARANCE%20BY%20UDN%20IN%202015.docx?dl=0>

Staff from UDN and 3 other CSOs - Transparency International Uganda (TIU), Development Research and Training (DRT), and Collaboration on International ICT Policy in East and Southern Africa (CIPESA) - were trained on how to apply the ArcGIS software to track progress of aid funded projects in Uganda in order to develop advocacy messages. The training was facilitated by AidData, a US-based international research organization. UDN thereafter spearheaded a partnership with the other organisations for increased CSOs advocacy on aid resource management for poverty reduction in Uganda. UDN will continue collaborating with the selected CSOs to develop advocacy messages on effective aid resource utilization, to be shared with relevant stakeholders.

d) **Influencing loan contraction processes in Uganda**

As a strategy to influence open and transparent loan contraction processes, UDN analyzed two Government loan proposals to Parliament for approval. UDN reviewed the loan terms and conditions and spearheaded Civil Society input that highlighted the cost of debt financing.

i) **Scrutiny of Government Loan (US\$29mn) towards improving Rural Financing Programme (PROFIRA)**

In a bid to improve rural financial services, Government proposed to borrow US\$29 Million to finance the Project for Financial Inclusion for Rural Areas (PROFIRA) from International Fund for Agricultural Development (IFAD) for 7 years. UDN shared her concerns and position, highlighting plausible strategies for effective implementation of the PROFIRA loan; with Parliament, and held meetings with IFAD and MoFPED officials. Although the loan was approved later by Parliament, UDN remains concerned about the non-existence of a legal and policy framework to regulate the operations of SACCOS in Uganda, through which PROFIRA resources will be dispensed by Government. UDN will continue collaborating with IFAD in monitoring the implementation of the loan in her areas of operation and share findings to collaborate with Government data.

ii) **Civil Society advocacy on Government loan of US\$483mn to finance Isimba hydropower projects**

Government through the MoFPED through Parliament approved to borrow US\$ 482,578,142.32 from the Export-Import Bank (EXIM) Bank of China. This was to finance the Construction of Isimba Hydropower Project (HPP) and Isimba-Bujagali Interconnection project. As a result of UDN's continued engagement with Parliament, Ministry of Energy and Mineral Development was compelled and resolved land acquisition issues on resettlement of displaced communities at the construction sites and implementation of the Resettlement Action Plan.



UDN staff meeting with MoFPED officials over Government's proposal to borrow US\$29mn to finance the PROFIRA project, 14th August 2014

UDN also recommended that Parliament should demand that Ministry of Energy and MoFPED avail it with the approximate economic rate of return for the Isimba loan project to assess its viability; and approximate percentage increment of future commercial and domestic electricity tariffs due to the debt financing cost implication/requirement of the project. UDN will continue engaging with Parliament to take up the recommendations before the loan is approved in the next period.

UDN Partnerships to Influence Pro-Poor Social, Economic and Political Agenda

a) **Re-invigorating national, regional and global issues on Debt**

i) **Consultations on African Perspectives on public Debt and Sovereign Debt Restructuring**

In a bid to strengthen national, regional and international collaboration, UDN partnered with a Canadian think tank, Centre for International Governance Innovation (CIGI) and organized a high level conference, opened by His Excellency, the Vice President of the Republic of Uganda, Mr. Edward K. Ssekandi. The conference gathered perspectives from different African regions on sovereign debt and restructuring. It also provided a platform to reflect on country specific perspectives on public Debt. Participants included former and current Bank Governors and Ministers of Finance from Liberia, Cameroon,

Ghana, Nigeria, Zambia, Zimbabwe and Uganda. Others were representatives from other Government agencies, Civil Society Organizations and the Media.



UDN'S ED, Mr. Patrick Tumwebaze, making a presentation at the Debt Restructuring Conference at Country Resort Munuanyo

ii) **Global Consultations on Sovereign Debt in Washington DC**

Represented by the UDN Board Chairperson, the UDN position on debt restructuring informed the various proposals, at the Global Consultations on Sovereign Debt to the IMF/WB CSO Fraternity in Washington DC. These proposals have significantly contributed to the UN General Assembly Committee for the creation of a sovereign debt restructuring framework. In 2015, UDN will continue to reflect on debt in general and debt restructuring strategies at the national, regional and global levels, for sustainable debt management.

b) **UDN advocacy in the EAC context**

In view of fair trade and not aid, as well as engendering policy, UDN reviewed how the National Trade Policy (2007) for Uganda addressed Gender concerns and inclusiveness. Through her position entitled, "The Responsiveness of the National Trade Policy (2007) to Women's Socio-Economic Development", UDN drew highlights on the challenges faced by women in Uganda in achieving improved socio-economic livelihoods within the EAC context. Based on the Sector Development Plan for Trade (2012/2013), UDN recommended the need to:

- i) Economically empower women to enhance their participation in national development processes to address gender based income inequality in Uganda and EAC at large.

- ii) Review the Trade Sector Implementation Plan (which expired in 2012/2013) with a clear gender perspective and EAC competitiveness.

- iii) Employ a gender focal person/officer in the Ministry of Trade.

The Ministry had by end of 2014 begun reviewing the Trade Sector Implementation Plan. To further her advocacy, UDN will continue engaging with the ministry to ensure the finalization and implementation of the plan.

c) **Advocacy for EAC and other Economic integration for poverty reduction through regional blocs**

UDN continued to acquaint itself and partners with the content of the East African Community (EAC) Protocol and the Common Market for East and Southern Africa (COMESA). In 2014, the UDN focus was mainly on the regional infrastructural projects such as roads, railways, energy and airports, for accelerated free trade areas and economic integration for poverty reduction in Uganda, EAC and COMESA.²

To this end, Government had by end of 2014 begun the process of reducing clearance procedures at cross-boarder entry points and tariffs to increase internal and regional trade. UDN will continue collaborating with the Ministry of East African Community Affairs in this endeavour.

UDN Engagement on policies and programmes to prioritize needs of marginalized groups

a) **Review of the Treasury Bills Act 1969 of Uganda**

UDN embarked on the review of the Treasury Bills Act 1969 (Cap 194) of Uganda to establish its relevance and ability to guide the effective and prudent management of treasury securities in Uganda. UDN proposed recommendations that were adopted by Parliament in the Public Finance Management Bill (PFMB 2013). This will enhance the development of Uganda's financial markets to ensure national macro-economic stability and poverty reduction. According to the National Budget FY 2014/15, Government intends to increase borrowing from the domestic market to finance development projects. The review of the Treasury Bills Act 1969 indicates that the management for monetary and fiscal policies in Uganda seems susceptible to limited accountability, parliamentary scrutiny and leakage of public resources due to gaps in the policy, management, transparency and legal regimes. UDN was able to inform CSOs proposals for consideration by Parliament in the

² Follow this link for UDN articles on the subject of Economic integration and poverty reduction: <https://www.dropbox.com/s/mxlr5xf5a27mhs/CATALOGUE%20OF%20LINKS%20TO%20MEDIA%20APPEARANCE%20BY%20UDN%20IN%202015.docx?dl=0>

PFMB, 2012 which was passed in November 2014, and was waiting accession by the President, to ensure more effective Government issuance and management of Treasury Securities.

b) Reflection on Uganda's Historical Experiences and economic strategies for poverty reduction

During the reporting period, UDN partnered with its Board Chairman, Prof. Ezra Suruma to launch his book titled, "Advancing the Ugandan Economy: A Personal Account" (Brookings Institution Press, Washington DC. 2014)³. The book highlights Uganda's past economic, social and political experiences for reflection and provides proposals for the way forward to advance the Ugandan Economy. Officially presided over by His Excellency, the Vice President of the Republic of Uganda, Mr. Edward K. Ssekandi, the launch held at Makerere University in Kampala drew eminent personalities and institutions³. UDN will continue engaging with relevant stakeholders on the proposals in the book to improve the performance of the Ugandan economy and for poverty reduction.

c) UDN participation formulation process for second National Development Plan 2015/16 – 2019/20 (NDP II)

As part of contributing to the development process of Uganda, UDN developed an Issues Paper identifying alternative sources of development financing titled "Development Financing Options for NDP II Targets and Priorities". Some of UDN's proposals that were adopted into NDP II include;

- i) Strengthening domestic resource mobilization,
- ii) Developing a national strategy and plan for storage of oil resources and investment of proceeds for sustainable growth and development.
- iii) Increasing investment in agriculture to increase gainful employment opportunities
- iv) Adopting more application of the Public Private Partnership approaches for efficient, flexible and innovative means of service provision.

UDN will continue collaborating with the NPA, Civil Society Organisations and Government at large to ensure the finalisation of the NDP II.

d) Publications & dissemination of informational materials for policy advocacy and outreach

With a view to provide evidence based advocacy and recommendations for adoption by relevant institutions in Uganda, UDN produced and disseminated over 12,000 copies of the following policy materials;

- i) Issues paper on "Uganda's Debt Status: June 2002/2003 - June 2011/2012" (February 2013).
- ii) Position Paper on "Reflections and Proposals for Uganda's Debt Strategy" (April 2013).
- iii) Civil Society Position paper on "Government's Loan Contraction for the Millennium Villages Project (MVP), May 2013".
- iv) Discussion paper on the "Review and Analysis of district development plans and National Development Plan, August 2013".
- v) Discussion paper on Prosperity for All: Building on Successes and confronting credit cooperatives (SACCOs) in Uganda, October 2013.

These have been an input for UDN and wider civil society policy advocacy. Based on a range of feedback from the target audience, the publications have increased public awareness on macro-economic and policy issues, public accountability and other and effective service delivery issues.

e) Internetworking meetings, Partnerships and Collaboration to influence national policy in Uganda

As a strategy for collaboration, UDN participated in several partner meetings with other like-minded CSOs, Government Ministries Departments and Agencies (MDAs), academia, Parliament, the media. UDN also shared her position on various policy matters which strengthened CSO joint advocacy efforts marshaled in influencing Government policy regimes. UDN also participated in trainings organized by other Partners to strengthen advocacy skills. These include one Advocacy Training by Dan Church Aid (DCA) in August 2014; another was on Producing Evaluation Briefs for Policy Makers - organized by GIZ under the ECD Project and another was the Results Based M&E Training organised by DGF Partner for all the CSOs under its support.

³ Discussants included; Dr. Mary Mugenyi (Patron, Joshua Mugenyi Foundation), Gen. Salim Saleh (Former Minister for Microfinance), Alison Forder (Deputy Head, DFID), Mr. Edward Gamuwa (Chief Executive Director, ACLAIM Africa Limited), Hon. Nandala Mafabi (Member of Parliament, Budadiri West), Mr. Andrew Rugasira (Chief Executive Officer, Good African Coffee Ltd) and Prof. Augustus Nuwagaba (Makerere University, School of Social Sciences)

OUR MONEY, OUR BUDGETS, OUR RESPONSIBILITY

Addressing Loopholes in Public Finance Management Bill

Since January 2014, UDN has together with other CSOs under CSBAG framework engaged in the discussions of the Public Finance Management Bill 2012. Five lobby meetings were organized with the Ministry of Finance and six with Parliament to discuss CSOs input. At least four UDN proposals were incorporated into the final Bill approved by Parliament in November 2014 (see table 1 below for details).

No.	Proposal to the Bill	Amendment made by Parliament
1.	Strategic controls on the management of the supplementary budgets. Supplementary expenditures	Supplementary budgets expenditure must be urgent, unabsorbable, and unavoidable with a legal basis for supplementary expenditure and should be limited only to funds available to the contingency fund.
2.	Aligning the Charter of Fiscal Responsibilities (CFR) to the National Development Plan and the Vision 2040.	Amendment for all government Planning must be aligned and integrated to the long-term and midterm planning structure of the country
3	Consultation on the budget preparation has been made mandatory.	The National Budget shall be prepared in consultation with relevant stakeholders. It will now be a legal requirement that government MUST consult.
4	Parliament to approve and guarantee loans sharing function with the Minister	Parliament has been given powers to Approve Guarantees and Loans unlike having these powers vested in the Minister and no other person.

Table 1: Some of the UDN contributions into CSO proposals incorporated in the 2012 Public Finance and Management Bill

Partnering with other CSOs in National Budget Process Engagements

a) Lobby meetings on the National Budget

UDN has been a key player in the budget process at all levels. In April 2014, UDN in collaboration with other CSOs under CSBAG prepared a position on the FY 2014/15 national budget proposals. The CSOs input was based on the Executives Budget proposals in the National Budget Framework Paper FY 2014/15- 2019/20. Some of the proposals presented included a) the need to expedite the passing of the Public Finance Bill by Parliament to guide the country's budget process, b) Emphasis by the MOEs on skills development, c) Investing in rural electrification to increase access to power by citizens, d) The need for the Ministry of Finance to control the country's debt levels by developing new National Debt Strategy with tighter measures on both domestic and public borrowing.

The CSOs positions were presented in a CS pre-budget dialogue that was later organized to share the CS proposals, attended by 314 people. As a result, a new Debt Strategy is now in place to aid in the contraction and management of the country's debt. UDN will continue to follow up to lobby the government to take on its other proposals and recommendations in 2015.

b) CS Post-Budget Dialogue

In June 2014, UDN in collaboration with other CSBAG, organized a CS post-budget dialogue that discussed the FY2014/15 national budget proposals. This meeting drew the Participation of over 480 people including grassroots communities from at least 10 district in Uganda an increment from about 100 over the past years. This debate was televised live on WBS TV. As such, in 2014/15, Parliament rejected the tax on kerosene that had once again been proposed by Government. UDN will in 2015 continue to engage Parliament to ensure that some of the anti-poor and anti-growth proposals are dropped. See media link below for details.

<http://www.monitor.co.ug/News/National/Parliament-scraps-tax-on-kerosene/-/688334/2452422/-/2je7f0z/-/index.html>



UDN Chairman prof. Ezra Suruma chairs the Pre-Budget Dialogue held at UMA Conference Hall, 15th April 2014

On the day of the national budget reading (12th June 2014), UDN in collaboration with CSBAG participated in a live TV debate of the National budget at the WBS TV Auditorium and on NTV (see <https://plus.google.com/+ntvuganda/posts/R7Z8EbFz7P8>). During this meeting, over 500 stakeholders (from both the national and district level) gathered at WBS to watch the 2014/15 national budget reading, which later culminated into a live debate on the budget. This provided an opportunity for the citizens to be part of the live debate and air their concerns to the general public.

c) Budget transparency

UDN kick-started the Open Budget Survey (OBS) for 2015. The OBS is conducted in over 120 countries worldwide in partnership with the International Budget Project (IBP). OBS periodically assesses the level of budget transparency by the Central Governments in availing key budget documents produced at various stages of the budget process to the citizens. UDN has championed the OBS in Uganda, for wider accountability and budget transparency in Uganda. Meanwhile, the level of budget transparency of Uganda has improved tremendously from 31% in 2006 to 65% in 2012 and 2014 as per the provisional results. The Government, particularly the Ministry of Finance, has consistently referred to the results of this survey to gauge the level of the country's level of transparency (see www.budget.go.ug).

d) Revenue monitoring activities

In a bid to influence revenue generation, UDN undertook a taxation revenue monitoring exercise in Moroto district. It involved various officials (sub-accountants, sub-county chiefs as well as the LC3 chairpersons) from the two sub-counties of Rupa and Nadunget in Moroto. The officials were the target since they are responsible for revenue collection. The findings in this report revealed that lower Local Governments (sub-counties) were still not aware of some of the revenues they are supposed to collect, which has greatly affected local revenue collections. UDN will in 2015 work closely with relevant ministries and Uganda Revenue Authority to improve this area and Government to exploit the various revenue potentials.

e) Advocacy for child protection and budget transparency for child in Uganda

In partnership with Save the Children in Uganda (SCIU), a review and analysis of the FY 2014/15 National Budget and child protection was undertaken. Budget transparency focused on child protection was done at both national and local governments: Gulu, Wakiso, Nakasongola, Hoima, Napak, Amuru and Moroto districts as case studies. The studies ascertained the extent to which children were being prioritized in the national budget. Further that funding for child protection had remained very minimal with the bulk of the support coming from development partners, a move likely to affect the sustainability of initiatives in this sector. Also, funding for child related sectors (particularly child-oriented social protection) had remained low, hence affecting the full realization of children's rights in Uganda. UDN will continue to spearhead these particular budget advocacy areas in 2015.

f) Budget Literacy Trainings in Local Governments

The participation of CSOs and citizens in the budget process is key to ensuring that their priorities are incorporated in local and national budget in Uganda. d, 5 budget literacy trainings were conducted a) national level b) 4 in the districts of Kayunga, Mityana, Masindi and Nebbbi, involving members of the private sector, CBOs as well as LG officials. As a result, the in the target district, the participation of communities in the planning and budgeting process has increased by at least 30%.

g) Internetworking with like-minded CSOs and coalitions

In order to provide a critical mass in undertaking budget advocacy initiatives, UDN has continued to work with other like-minded CSOs and to provide strategic leadership in CSOs engaging with the budget process. UDN participated in over six internetworking meetings.⁴ These engagements have partly contributed to the amplification of CS voices.

⁴ Some of these include: meeting on double taxation organized by SEATINI, meeting on gender budgeting organized by FOWODE, meeting on tax incentives by Action Aid, among others

h) Media activities

UDN has continued to work with the media to advocate for pro-poor policies and budgets at all levels of government. During the last six months, the following media activities were organized by UDN;

UDN staff and members participated in over 16 media activities on the national budget: 3 TV talk shows on WBS, 2 TV talk shows on NTV, 3 TV talk shows on Record TV, 1 radio talk show on Power FM, 3 talk shows on Radio One, 2 talk shows on KFM and 1 talk show on CBS Radio. In addition, a number of articles were written by staff on the budget, which were published in the various newspapers for wider advocacy and pressure to Government on budget priorities.

CLAIMING OUR RIGHTS, DEFENDING PUBLIC ACCOUNTABILITY OUR RESPONSIBILITY AGAINST PUBLIC RESOURCE MISUSE

Joint Anti-Corruption Legal and Institutional Framework Based Advocacy

a) Advocacy on the Leadership Code and Anti-corruption (Amendment) Bill

UDN produced an updated Civil Society position on key concerns in the Leadership Code Act 2002 and Anti-Corruption (Amendment) Bill and informed CSOs advocacy agenda. The discussion paper among others, highlighted the urgent need for Government to expedite establishment of the Leadership Code Tribunal; passing of amendments to the Leadership Code Act; and Anti-corruption amendment Bill.

UDN together with Anti-Corruption Coalition Uganda, Transparency International, Action Aid Uganda, National NGO Forum and African Parliamentarian Network Against Corruption through media engagements, including Press Conferences⁵ and lobby meetings engaged with concerned agencies such as the Inspectorate of Government (IGG's office) and Parliament on these laws. Following the joint CSOs advocacy, the Cabinet approved the amendments to the Leadership Code Act in December 2014, which also provided for the constitution of the Leadership Code Tribunal. The Tribunal once established will enforce implementation of the Code by the IG and serve to adjudicate over breaches of the Code and UDN will continue to spearhead these initiatives in 2015.

b) Lobby meeting with the Inspectorate of Government (IG) over the Leadership Code

Using the Leadership Code CSO position, UDN held a lobby meeting with the Inspectorate of Government (IG) over pertinent concerns therein. The meeting served as a platform to engage the IG on the need to urgently establish a mechanism to enable the public access leader's declarations of their incomes, assets and liabilities, as well as push for the institution of the Leadership Tribunal. This

⁵ One held on 23rd March 2014, and another CSO press conference on 30th November 2014 at UDN offices jointly held with Anti-Corruption Coalition Uganda (ACCU) and Transparency International Uganda to demand that government demonstrates political will to defeat corruption by passing key anti-corruption and public accountability Bills like the Anti-corruption amendment Bill 2013, Leadership Code Amendment Bill 2012 and the Public Finance Bill 2012, and also institute the Leadership Code Tribunal.

was also in line with the IGG's pronouncement on need for urgent establishment of the Leadership Code Tribunal and promise to uncover officials with exaggerated wealth. Following this lobby meeting and the Executive's approval of the Leadership Code amendments, UDN in 2015 will pursue strategic lobby meetings with relevant Parliamentary Committees to expedite enactment of the said amendment Bills.

c) **UDN Anti-Corruption Song popularized to increase awareness**

In regard to the national and local coalitions/alliances being promoted and supported to undertake advocacy campaigns against corruption, wastage and misuse of public resources, UDN collaborated with popular Ugandan music artists, Radio and Weasel to produce an anti-corruption song in 2013 and 500 DVD Videos and 2000 CDs of the Anti-Corruption Song were produced in 2014. The song has so far been widely disseminated to over sixty three (63) Radio stations, 30 public transport vehicles and 9 TV stations across the country⁶. The audio version of the song is available for free download via the link: <http://www.reverbnation.com/ugandadebt-network/song/19523684-corruption?1336410755>.

To enhance sensitization and outreach, the UDN song was also uploaded on social media sites including YouTube, Reverbnation and Facebook for wider dissemination. In collaboration with 4 major telecom companies in Uganda, the song was further developed into a call back ringtone⁷. Both the video and audio materials were shared with stakeholders⁸, to beef up sensitization and civic activism against the dangers of corruption and its effects on service delivery.

"I find this anti-corruption song very educative and I play it to my children in the car every morning when going to school"

– Kasibante Paul, Kampala

"Great song by UDN. When will you come to launch the song in Nebbi and Zombo districts of West Nile?"

– David Rupiny, Managing Director Rainbow Radio, Nebbi.

⁶ Some TVs playing the song include NTV, Record TV, Bukedde TV etc while Upcountry Radio stations include Nenah FM in Moroto, Speak FM in Gulu, Crane FM in Bushenyi, Continental FM in Kumi, and Savoier FM in Amuria etc. Copies of the song were also given to Bus companies like Global and Swift (Mbarara), Teso Coach, Gaaga (West Nile) for further public dissemination.

⁷ MTN, Airtel (Warid), Orange and UTL

⁸ University students, policy makers, CSOs and other members of the public.

- The UDN song featured among the Top 5 songs on the Radio One weekly chart.
- When the UDN anti-corruption song was officially launched in 2014, The New Vision newspaper in partnership with Twaweza at a Music Awards Gala, nominated the song for its anti-corruption public awareness message.

The UDN anti-corruption song has since generated increased public awareness on citizens' rights, participation, accountability, service delivery and the negative repercussions of corruption. This has rallied citizens towards reduced tolerance for corrupt tendencies and strengthened national and local accountability and private sector linkages, based on the advocacy outreach channels and some of the feedback that UDN has received from the members of the public in 2014.

d) **Advocacy with people marginalized due to living adjacent to protected areas in Kanungu, Buhweju, Mitooma and Rubirizi Districts**

Through interfacing with community representatives including Community Based Monitors and Local Government officials, UDN spearheaded issues poverty, accountability issues and rights of people marginalized due to living adjacent to protected areas in Kanungu, Buhweju, Mitooma and Rubirizi districts. Similarly, following UDN accompanying community members to meet with area Members of Parliament, the Deputy Speaker of the Parliament of Uganda, and the Minister for Tourism and Wildlife; fresh policy guidelines were issued in 2014 by the Uganda Wildlife Authority (UWA), draft policy guidelines were produced and addressed issues raised by UDN, as follows (see table 2 overleaf):

Issue	UDN Recommendation	2014 UWA Policy Action
Human - wildlife conflict: related to crop raiding, loss of livestock to predators, human injuries and death resulting from wildlife. There was no compensation by UWA for property and lives lost to wildlife, since it was not provided for under the law.	UWA and parish local governments maintain separate registers of problem animal incidents to accurately monitor incidents and recognize trends that can possibly lead to identification of the most effective problem animal management option in certain areas.	Objective 4: states that to effectively mitigate human-wildlife conflicts (Page 19); to Regularly compile baseline information on damage occasioned by wildlife for crops, livestock, property, injury and loss of life and establish and implement a scheme to compensate for the loss of human life and injuries occasioned by wild animals escaping from wildlife protected areas.
Disputed boundaries: Communities often disputed the location of protected area boundaries, for instance a swamp near Kigabo and Kyangabukama villages in Katunguru Parish, Rubirizi District which residents believed was forcefully included within QEPA boundaries in the 1980s, and the Mbwa Tract that was erroneously gazetted as part of BINP. UWA officials agreed, but the issue has never been concluded.	Community consultation and participation in planning and decision-making, marking of protected area boundaries should be an integral part of UWA modus operandi.	Objective 1: To promote sustainable management of wildlife Protected Areas (Page 16) to ensure that all Protected Areas boundaries are surveyed marked and secured.
Limited Local Government Capacity: Local governments lacked resources to deal with vermin.	The capacity to manage vermin and problem animals should be developed at community level where the problem is most felt. UWA should train and equip the communities (with radios, rifles, etc) for community-led problem animal management, while the respective district local governments should be responsible for paying community problem animal guards as part of the civil service.	Objective 2: To sustainably manage wildlife populations in and outside wildlife protected areas (Page 17) clarifies the need to build capacity of Local Governments to effectively participate in wildlife conservation. Objective 4: To effectively mitigate human-wildlife conflicts (Page 19) creates capacity of Local Governments and communities to address problem-animal and vermin control challenges
Land issues resulting from human population growth where growing human population was increasing land pressures around BINP and QEPA resulting in increased zoonosis and the transmission of diseases between livestock and wildlife.		Objective 4: To effectively mitigate human-wildlife conflicts (Strategies –Page 19) provides for effective management and control human-wildlife-livestock disease interface.

Table 2: Some of the UDN issues on communities living adjacent to protected areas addressed in the 2014 UWA Policy

In 2015, UDN will pursue strategic lobby meetings and the Ministry to finalize the policy guidelines and encourage implementation of policy actions.

Promotion of Anti-Corruption Alliances at National and Grassroots Levels

a) Collaboration and partnerships on good governance in Uganda

UDN continued to closely partner with other like-minded CSOs and the Directorate of Ethics and Integrity (DEI) and developed alliances, synergies and strategies for strengthened national and local accountability networks for good governance, transparency and accountability in Uganda. As such, i) A tripartite ACCU-UDN-TIU initiative for joint advocacy on challenging Government to promote more and practical access to information by the public, as well as undertake regional anti-corruption campaigns was born, ii) UDN as the original representative of the CSOs at the Inter-Agency Forum (IAF) (of Government institutions and CSOs against corruption) continued to advocate for wider civil society participation. As a strategy for coordination and influencing Government processes, under the auspices of Anti-Corruption Public Private Partnership (ACPPP) working group of IAF, UDN has been instrumental as part of the national-level CSOs in representing the civil society fraternity in informing the policy discourse that has led to the development of the 5th National Anti-Corruption Strategy (NACS) for 2014-2019. UDN will ensure that this new policy is distributed to the CSOs for follow-up and holding Government to account for NACS implementation.

Further, UDN participated in the National CSO fair in June 2014 to showcase the advocacy work and milestones of the civil society movement in Uganda. This was also a learning opportunity by UDN and vice-versa.

b) UDN participation in the CSO Black Monday Movement campaign

In view of galvanizing citizen and CSO participation and strengthening collaboration in the anti-corruption fight, UDN together with other CSOs continued to undertake the Black Monday Movement (BMM) campaign across Uganda. The major purpose, to stand with the citizens of Uganda, including victims of corruption, to denounce the reckless and perverse levels of corruption, especially in the public sector in Uganda. In June 2014, in line with the National Budget season, UDN together with CSBAG took the rotational lead in developing, publishing and disseminating 10,000 copies of the June 2014 Black Monday Movement Newsletter. Joint public actions⁹ coinciding with the release of the Newsletter were also undertaken, to sensitize citizens on the inverse relationship between loss of public resources and implementation of the national budget.

⁹ Joint press conference, media interviews, talk show appearances on radio and TV, among others

The strategy enabled CSOs to demystify and amplify the corruption issues as contained in the latest Auditor General's (AG) report for the year ended 30th June 2013. Still, other joint activities held included public distribution of the Black Monday newsletter in strategic places and also through the up-country/ district partners. CSOs have also continued isolating establishments including hotels and businesses believed to belong to corrupt officials, and engaging in media advocacy against corruption. There has also been increased civic activism and public pressure¹⁰ for Government to take decisive action against corruption.

c) Misuse and Abuse of Government Vehicles campaign

The UDN campaign against misuse and abuse of Government vehicles since 2013 has so far resulted into Government, through the Ministry of Finance, Planning and Economic Development entering into a new partnership in 2014 with United Bank for Africa (UBA) to manage fuel consumption and expenditure of state Ministries, Departments and Agencies.

These initiatives are envisaged to ease the monitoring and regulation against wasteful Government expenditure in fuel usage, lubricants and repairs. UDN worked with the media¹¹ to amplify public voice against misuse and abuse of Government vehicles (<http://www.newvision.co.ug/news/653082-ministers-cars-guzzling-the-economy.html>). In addition, 3000 copies of a publication highlighting cases of the misuse and abuse of Government vehicles have been produced and two meetings held with the Traffic section of Police to further support this advocacy campaign. Other lobby meetings by UDN geared toward the legal and policy change, as well as documenting the number of cases of misuse and abuse of Government vehicles being investigated and conclusively managed by the respective Government institutions are lined up in 2014.

d) Campaign against the deplorable state of Education and Health facilities in Uganda

In 2014, a campaign on the deplorable state of education facilities and services in Uganda was undertaken in partnership with a media house, Red Pepper newspaper (see link <http://www.redpepper.co.ug/category/uganda-debt-network/>). A publication highlighting cases of the poor state of health facilities has also been produced, to beef up civil society advocacy endeavors.

UDN further undertook a change campaign in the Health Sector and Government vehicles drive, in partnership with the Red pepper, to track change realized so far,

¹⁰ Intensified public debate in the media on corruption and accountability matters including on radio and TV talk shows, newspapers (e.g. Daily Monitor (on-line) 3rd Feb 2014, Radio One, 24th March 2014 etc.) social media e.g. Twitter, face book and blogs and public barazas holding leaders to account while using the Black Monday publications for reference

¹¹ New Vision, Saturday, March 1st 2014

and receive feedback from key stakeholders. This has increased public awareness on issues that concern public expenditure and accountability, and most importantly brought several duty bearers including sector Ministers concerned, to seek to address the raised issues. The campaign on government vehicles has resulted in increased vigilance among MDAs in proper utilization /usage of Government vehicles on the road, with different stakeholders including citizens, making it their responsibility to report misuse of Government property /vehicles.

Similarly, the change initiative prompted the Ministry of Health to take action, for instance through delivering mattresses to some Health Centres. Communities too rose up to champion change in the health centres through demanding for improved services and reporting incidences of poor service provision.

DISTRICT	NAME OF HEALTH CENTRE & DONATION RECEIVED
Tororo	Osukuru Health Centre III (Maternity Ward)
Iganga	a) Iganga General Hospital,
	b) Iganga Municipal Council Health Centre III,
	c) Nakigo Health Centre III
	d) Buramagi Health Centre III
	e) Nakalama Health Centre III
	f) Busesa Health Centre IV - 18 Mattresses for Adult Ward
	g) 6 Mattresses for Paediatric Ward
Masindi	h) Bugono Health Centre IV: Adults 18 Matresses; Children's Ward: 6
	i) Iganga Hospital – Adults, 24 Mattresses and Children Ward, 23
	j) Masindi Hospital received 25 Mattresses
	k) Pakany Health Centre IV
	l) Nyakitibwa Health Centre III
Kumi	m) Mukongoro Health Centre III
	n) Kanyum Health Centre III
	o) Ongino Health Centre III

Table 3: Health Centres that received mattresses from the Ministry of Health following UDN's change campaign

Source: Reports from Community Based Monitors, Dec. 2014

e) An Anti-corruption mural erected in Kiryandongo District to raise awareness about corruption

During the reporting period, UDN erected and launched an Anti-Corruption Mural in Kigumba Town Council – Kiryandongo District. A mural is an artistic and visual portrayal of a given phenomenon in society, usually a topical matter of public concern, expressed as painted messages (usually cartoon images) on a permanent structure, in this case a billboard.

The Hon. Minister of State for Ethics and Integrity, Hon. Rev. Simon Lokodo presided over the launch. Other guests included the Deputy Inspector General of Government, Ms. Mariam Wangadya; Hon. Dr. Miria Matembe - a renowned civil society activist, and the First Secretary – Security and Rule of Law from the Embassy of the Kingdom of the Netherlands, Mr. Theo Oltheleen. The strategy of murals is aimed at enhancing citizens' knowledge of their civic duties, socio-economic and political rights and responsibilities in ensuring that duty bearers are increasingly held accountable in the public sector in Uganda.

UDN further in collaboration with Kigumba Super Actors recorded a skit of Kigumba Super Actors (drama group). The achievement is that this strategy has resulted in establishment of new partnerships in Kiryandongo district¹² in the fight against corruption and increased ownership of the fight against corruption among community members from Kiryandongo district and its environs. The mural is also a constant reminder to local community members, passersby and duty bearers on the dangers and consequences of corruption. This strategy has resulted in the establishment of new partnerships amongst CBOs, CSOs and the communities in Kiryandongo district¹³, coupled with increased collaboration and networking with Government institutions, such as the Directorate of Ethics and Integrity (DEI) and Inspectorate of Government (IG) who actively participated in the mural launch activities, thus contributing to strengthened collaboration and partnership with government and CS at national and local levels for improved accountability.

¹² For instance with local activist CBOs e.g Recreation for Development and Peace (RDP), Kigumba Super Actors group, among others.

¹³ Including local anti-corruption activist CBOs: Recreation for Development and Peace Uganda (RDP-U) ; Kigumba Super Actors group and Kiryandongo NGO Forum.

Harnessing Anti-corruption Private-Public Partnership platforms

a) Pursuing public accountability and transparency agenda with government institutions

UDN pursued partnership with the PPDA and Directorate of Ethics and Integrity regarding joint participation in Public Accountability Forums /Barazas, on public accountability concerns, and trainings to benefit UDN-supported CBOs and Community Based Monitors. UDN also undertook increased partnership with other anti-corruption CSOs, including Anti-Corruption Coalition Uganda and Transparency International – Uganda where joint advocacy endeavours were pursued for instance, holding Joint Press Conferences on corruption. This promoted collective voice in jointly holding duty bearers accountable in adhering to the tenets of good governance and the rule of law in Uganda.

Further, UDN participated in a Baraza event in Tororo District organized by the PPDA, where local duty bearers were brought to account by local citizens over gaps in social service delivery. UDN's initiative has strengthened collaboration and partnership spirit with key state accountability institutions including the PPDA and the Directorate of Ethics and Integrity, and harnessed synergy and joint efforts in the pursuit of good governance, transparency and accountability in Uganda.

b) Participation in topical good governance and corruption media events

The media channels for wider advocacy and outreach included social media, electronic and print and topical accountability concerns.¹⁴ UDN staff also contributed newspaper opinion articles on topical concerns which were published in the media¹⁵. This further generated increased public debate on issue of political will to defeat corruption in Uganda and generated increased civic action and activism in the fight against corruption and abuse of public resources.

UDN Programme Officer, Ms. Maureen Agaba (in black t-shirt) commenting on the need for expeditious passing of various Anti-Corruption laws during a Press Conference on March 23rd, 2014 at UDN offices.

c) Collaboration with the youth and institutions of learning against corruption

As part of platforms for CSOs and the public to engage government on corruption, accountability and transparency, a Regional Anti-corruption Guest Speaker Seminar was held in Mbarara District, involving 207 students¹⁶ from four (4) Universities in South Western Uganda¹⁷. The platform amplified the voices of the youth in the fight against corruption and highlighted youth experiences in fighting corruption, challenges and actions taken by authorities who were lobbied. The platform inspired the youth to contribute towards the fight through interface with duty bearers and renowned anti-corruption activists such as Hon. Dr. Miria Matembe; the Minister of State for Ethics and Integrity, Hon. Rev. Simon Lokodo and a member of the Parliamentary Public Accounts Committee (PAC), Hon. Emma Boona.

The strategy of using prominent figures in this cause enabled the youth to realize that it is possible not only to be vanguards of anti-corruption but also to contribute to desired positive change in ensuring prudent management of public resources in communities, universities and other Government entities. As a result, more youth were enlisted to join the fight against corruption and the platform exposed the youth to anti-corruption activists, which enhanced youth activism and ownership of the fight against corruption.

d) Participation in anti-corruption commemorative advocacy activities during annual Anti-Corruption Week of December.¹⁸

In marking the national Anti-Corruption Week in December, also in commemoration of the International Anti-corruption Day, UDN participated in a series of Anti-Corruption Week advocacy activities, including:

- A joint Press Conference by UDN, ACCU and TI(U) was held on 30th November 2014 at the UDN secretariat under the theme, "Translating Government commitment into action", where the CSOs called upon Government to move beyond political rhetoric and demonstrate commitment to fight corruption.
- UDN also participated in a joint marching event to commemorate the anti-corruption week, with other state and non-state actors in the corruption fight. The Minister of State for Ethics and Integrity, Hon. Rev. Fr. Simon Lokodo flagged off the walkers.

14 Media houses engaged included, Record TV, NBS, WBS, Radio One, KFM, Power FM, Juice FM, Capital Radio, Beat FM, Dembe FM, Suubi FM, UBC Radio, New Vision, Daily Monitor, Red Pepper, et al.

15 Some include: <http://www.monitor.co.ug/OpEd/Commentary/Wealth-declaration-is-key-in-corruption-fight/-/689364/2170110/-/ujsmwk/-/index.html>; <http://www.newvision.co.ug/news/653082-ministers-cars-guzzling-the-economy.html>; <http://www.monitor.co.ug/OpEd/Commentary/Amend-and-implement-Leadership-Code-Act/-/689364/2153142/-/6fgtftu/-/index.html> among others.

16 113 males and 94 females

17 Mbarara University of Science and Technology (MUST), Kampala International University (KIU) Western campus, Bishop Stuart University and Ankole Western University.

18 See Related Media links: <https://www.dropbox.com/s/mxlr5xf5a27mhs/CATALOGUE%20OF%20LINKS%20TO%20MEDIA%20APPEARANCE%20BY%20UDN%20IN%202015.docx?dl=0>

- Media advocacy events, namely media talk shows¹⁹ and debates, opinion newspaper pieces²⁰ on issues of good governance and corruption were also undertaken.
- UDN disseminated 2,350 letters to Members of Parliament, Local Governments, religious institutions, School Management Committees, Health Management Committees, communities, Parish Development Committees, CSOs, media, development partners, academia and local radio stations in 24 districts in Uganda. The letter was also widely circulated to UDN's constituents and partners. These are strategies for increasing pressure on Government to take more decisive action to defeat corruption.
- Similarly, UDN participated in the 4th National Anti-Corruption Convention at Hotel Africana in Kampala, which enabled citizens to share and collectively reflect on their role in the fight against corruption in Uganda. The convention galvanized the citizens' anti-corruption movement, developed citizen petitions on corruption and served as a launch pad where key issues were generated to inform next year's CSO anti-corruption campaigns.

These included jointly organized state and other CSO anti-corruption activities. In all these, citizens were mobilized to resist all forms of corruption and this has increased pressure for Government to translate its Zero tolerance policy and similar commitments into action.

e) Publication and dissemination of information materials

UDN produced Information materials in 2014 which have served as a key resource in raising public awareness about topical corruption and accountability concerns. These include anti-corruption posters and charts, stickers, banners with anti-corruption messages, t-shirts, arm wrist bands also with corruption messages among others. These are aimed at increasing public awareness about the manifestations of corruption e.g. corruption in procurement and in social service delivery; and their negative impact on citizens. The Information materials have and continue to increase public awareness on the dangers and repercussions of corruption. Materials are also a constant reminder to citizens to play their civic duty by actively fighting against corruption and have further contributed to sustaining the anti-corruption agenda at national and local levels, and reduced citizen apathy towards the corruption fight.

See <https://www.dropbox.com/s/mxlr5xf5a27mhs/CATALOGUE%20OF%20LINKS%20TO%20MEDIA%20APPEARANCE%20BY%20UDN%20IN%202015.docx?dl=0>

¹⁹ Record TV "UG on air" show on Tuesday, 09th December 2014, Live talk show on KFM on the same day, Power FM talk show, Saviour FM in Amuria, NBS TV, Juice FM etc.

²⁰ Four newspaper opinion articles published in the New Vision newspaper.

CAPACITY BUILDING AND EMPOWERMENT PROGRAMME

Strategic Objective

To enhance Civil Society credibility and capacity to deliver on their strategic poverty reduction interventions



Previous page (Above): A local musician entertains community members during a district dialogue in Moroto District, November 2014

Below left: A new headteacher's house being constructed at Asamuk P/S (Asamuk S/C, Amuria District) under the LGMSDP in April 2014 as a result of UDN community monitors' lobbying efforts.

Below right is the dilapidated structure that housed the school headteacher previously.

Strengthening Capacity of Local Community Groups, Networks and Organisations

Supporting 16 CBOs with Institutional Development Funds (IDFs);

During the reporting period, UDN facilitated 16 CBOs²¹ of Community Based Monitors with IDF. This enabled the members of the CBOs to carry out community monitoring, reporting and advocacy in their communities and Local Governments. The strategy has proved effective in decentralizing financial accountability to the management of local CBOs, to inform sustainable management of the CBO structures and planting a nucleus of civic actions for strengthened local accountability and improved service delivery across UDN areas of community support in Uganda.

In addition, 6 CBOs were also supplied with cameras, to improve their documentation and evidence-based monitoring capacity in Teso and Busoga areas and a computer with its accessories was procured for Kanungu Community Effort for Rural Transformation.

Besides, UDN scaled up Village Savings and Loan Association (VSLA) model, to inform sustainability strategies for the CBOs/ Community Based Monitors. Trainings were undertaken in two more sub counties of Acowa and Morungatunyi in Amuria district. UDN will strengthen this initiative for possible scaling up in a phased manner across 24 districts where UDN supports community monitoring model of Community Based Monitoring and Evaluation System (CBMES). The VSLA have created platforms to participate in community monitoring activities as well as enabling community monitors to become financially empowered to establish income generating businesses on a low scale.

Grant Management and Building Networks of CBOs and Local Partners

During the reporting period, UDN facilitated 15 CBOs²² of Community Based Monitors with Institutional Development Sub Grants. The strategy has so far proven effective in decentralizing financial accountability to the management of local CBOs, to inform sustainable management of the CBO structures and planting a nucleus of civic actions for strengthened local accountability for improved service delivery across UDN's areas of community support in Uganda. The process built momentum for registering validation and profiling of all old and new Community Based Monitors in June 2014, to facilitate improved local coordination and advocacy. The mapping exercise will be vital in planning and execution of refresher capacity building support to existing structures of UDN including sub granting.

For example, UDN sub-granting extended to Western Ankole Anti-Corruption Coalition (WAAC) increased from about 5million shillings to UGX 58 million in the reporting period to facilitate community monitoring activities in the greater Bushenyi area, particularly in Rubirizi, Sheema, Mitooma, Buhweju and Bushenyi Districts. The aim of sub-granting was to strengthen the capacity of local CBOs to manage the resources extended to them for advocacy within their areas of operation and promote local accountability. The sub-grant extension has rejuvenated and increased WAAC's engagement with the local government and district authorities registered success by the end of the year, with remarkable achievements including:

- i) The Kakanju Sub-County community monitoring report (January-June 2014) decried the pathetic state of the Ryamabengwa –Kakanju - Akashanda road. This issue was referred to the district dialogue and it was found out during the discussions on 14th July 2014 that the 7km-long road was supposed to have been rehabilitated in the 2nd quarter of FY 2013/2014 and about 7.7million had been released to work on this road. The district LCV chairperson was surprised and disappointed to hear that this road had not been worked on and greatly appreciated the Community Based Monitors' vigilance. The district engineer was asked to explain and promised to have the road graded, which was effected in September 2014 at the cost of 7.7m.
- ii) In Nyabubare Sub-County, Bushenyi District, one Batabaruka Justine had abandoned her work as a teacher at Kyanyakatura Primary School for a job at Bweranyangi diocese in 2011 but remained on the payroll for three years. The community based monitors demanded for her deletion from the payroll and as a result of their continued pressure, the head teacher wrote a letter to the Chief Administrative Officer recommending that her name be deleted from the payroll which was effected in September 2014 and Government is yet to post a new teacher.

21 Namutumba, Kaliro, Iganga, Kamuli, Tororo, Bukedea, Kumi, Western Ankole (Bushenyi), Kanungu, Katakwi, Bugiri, Omodoi Community Based Monitors

22 Namutumba, Kaliro, Iganga, Kamuli, Tororo, Bukedea, Kumi, Western Ankole (Bushenyi), Kanungu, Katakwi, Bugiri, Obalanga CBMs, Morungatuny CBMs, Acowa CBMs, Asamuk CBMs

In addition UDN also managed the World Bank supported project implemented by eight CSO partners under the NUSAFII districts where UDN is the consortium coordinator and grant manager. The sub-granting approach has increased UDN's grants management capacity and the experience will inform UDN's next steps to scale up the strategy to other areas in Busoga, Teso and Karamoja, for deepening of local accountability and service delivery advocacy, as well as strengthening of community based institutions for good governance in Uganda.



The then DGF Head of Programme, Mr. Lars Christensen (central background, in white shirt) inspects the Kyambura–Buhindagye Bridge in Katerera Town Council, Rubirizi District during a joint monitoring visit by DGF and UDN, September 2014. UDN monitors protested against shoddy works on the bridge, prompting the District Engineer to order the contractor to re-do the work.

Community Radio Programmes Empower Communities

UDN continued to support airtime for bi-monthly radio programmes on Continental FM (Kumi/ Bukedea), Eastern Voice (Bugiri), Kinkizi FM (Kanungu), Crane FM (Bushenyi) and Saviour FM (Amuria) as part of its media advocacy strategy to sensitize and advance the concerns of community members on local accountability and service delivery hosted by Community Based Monitors and local government duty bearers who are invited to respond to issues presented and questions by listeners who call during the interactive talk show.

UDN launched the 6th new community radio programme at Bunyoro Broadcasting Service (BBS) in Masindi District for Bunyoro sub region. Radio programmes are local accountability platforms that have contributed to massive sensitization of citizens about

government programmes and community members holding leaders accountable.

UDN uses Listenership Clubs to Deepen Community Awareness

In order to deepen the listenership and participation of women and youth, UDN in 2014 piloted the establishment of Radio Listenership clubs in Bugiri, Kumi, Bukedea and Kanungu where Community Based Monitors mobilized people (men & women) around a radio set at a given location in a parish/ village and listen in groups together with other community members. Nine listenership clubs were formed and attended by 103 people (57 males and 46 females).

As a result of formation of these clubs, discussion of topical issues on transparency, accountability and good governance continues not only over the radio but also across the communities. This has increased awareness levels and also motivated participants, as one of them was quoted to have said:

"I was at first timid to appear on radio. But I gained confidence because we were a group each taking turns to talk. After the first talk show, wherever I passed in the village people encouraged me to not to give up. They said 'we heard you on the radio.' Before I went I had alerted my husband and children about it. When my husband went to the bar, he went with the radio and listened with his friends. On going to school, my children were told 'we heard your mother on radio last evening.' They felt proud of me."

Mrs. Molly Kweremera, Community Based Monitor, Kanungu District

The above initiative has extended massive awareness about government programs coupled with the rights of citizens and participation of technical and political leaders. Thus, direct responses have been provided about local accountability and service delivery issues raised by Community Based Monitors and callers during the live interactive talk show. This is expected to go a long way in deepening knowledge among men and women on constitution provisions protecting human rights, social accountability work and community vigilance in demanding accountability from duty bearers for improved service delivery.

Participatory Community Resource Monitoring For Better & Accessible Services

a) UDN Enhances CSO/CBOs Capacity through Training

UDN scaled up her social accountability approach in four districts of Nebbi, Mityana, Masindi and Kayunga using Community Based Monitoring and Evaluation System (CBMES) which is now widely accepted tool for community empowerment. As a result four capacity building trainings were conducted for 36 CSOs/CBOs and private sector groups. Representatives from the different organizations gained knowledge on the legal and institutional framework for citizen participation in development projects and monitoring implementation for poverty alleviation in Uganda. Participants gained practical skills crucial for monitoring and evaluating government poverty priority programmes like PRDP, UPE, health, and agriculture for improved delivery of social services.

b) UDN Empowers Local CSOs and CBOs with Budget Analysis and Advocacy Skills

As a means of empowering communities to participate in the planning and budgeting processes at Local Government level, UDN also conducted a budget Analysis training for CBOs and Private Sector Organizations in four districts of Kayunga, Mityana, Masindi and Nebbi and attended by 90 participants (54 females and 36 males). District Planners shared with participants how the LG planning and budget cycle, budget allocations and sources of revenue. The training equipped participants with knowledge on how to participate in planning meetings in their respective communities hold LG leaders accountable for public resources as well as bridging the gap between rights holders and duty bearers.

c) UDN Partnered with IG, OPM, WB to promote Community Monitoring

UDN led a consortium of 10 CSOs²³ to implement a one year one year World Bank funded consultancy on Social Accountability Community Monitoring – SACM. This falls in the Transparency, Accountability and Anti-Corruption (TAAC) component of NUSAF 2 project in 33 districts, and is led by Inspectorate of Government and Office of the Prime Minister. Under this partnership, 6,525 men and women²⁴ organized in 725 groups were trained to monitor and guard public service programmes and projects; and report on emerging issues of transparency and accountability.

d) Community monitoring and lobby activities

UDN facilitated community monitoring activities in all districts of operation and enabled CBOs to produce monitoring reports for local accountability and service delivery advocacy. The monitoring findings and advocacy issues were raised by communities, through the CBOs, in the sectors or programmes of Universal Primary Education, NAADS, Water and Sanitation, Primary Health Care, Roads, among others. The approach of communities identifying individuals from within their communities to be trained as Community Based Monitors to implement Community Based Monitoring and Evaluation System (CBMES) in advocacy and decision influencing skills, and who are then grouped into CBM associations, has been an exceptionally effective one at both local, district, regional and national level.

A participatory evaluation exercise led by Ms. S J Truelove from Concern Worldwide UK was carried out in Amuria district where UDN partners with Sustainable Equitable Wealth Creation (SECWA) for CBMES activities. The study revealed that communities Community Based Monitoring Groups (CBMGs) were active in their communities; and that the CBMGs had been leading the respective communities in raising issues related service delivery, rejection of sub-standard material/ inputs provided by the government, challenging service providers to adhere to guidelines, community ownership of projects supplied by government and holding local leaders to account.²⁵

During the year 2014, a total of 298 service delivery and accountability concerns were raised by communities/ CBOs/ Community Based Monitors and submitted to duty bearers at Sub County and district level with some referred to national institutions of government, out of which 93 commitments were fulfilled by the relevant

²³ COU-TEDDO, CEFORD in West Nile, Gulu NGO FORUM, Pader NGO Forum, Lira NGO Forum, MONARLIP, RDP – Uganda, Tororo Anti-Corruption Coalition, UJCC and UDN

²⁴ 3857 Men and 2668 women

²⁵ S J Truelove, (Concern Worldwide UK), 2014, A report on Evaluation of UDN's CBMES, the case of Sustainable Equitable Wealth Creation partnership in Amuria

authorities²⁶. For instance;

Follow-ups continue to be made about the cases raised in Busoga, Kigezi, Ankole, Karamoja, Central Uganda, Bunyoro, West Nile and Teso sub-regions. Meanwhile, 63 issues were brought to the attention of the regional offices of the Inspectorate of Government in Jinja, Soroti, Mbarara and other areas to be followed up in 2014, including;

To improve the quality of community monitoring, UDN in 2014 provided information on approved budgets of sectors, sub-county and community projects to the communities, through the CBOs/ Community Based Monitors in 24 districts. This has improved availability and access to information on Government budgets, activities and implementation, for improved monitoring public expenditure, local accountability and service delivery in communities.

e) **Fostering Local Accountability and Advocacy**

UDN and community based monitors successfully organized twenty eight Sub County and twelve district dialogues.²⁷ The sub county dialogues were attended by 1,708 people²⁸ and 912 people who included sub county officials, district officials, Head teachers, health personnel, NAADS beneficiaries and community members.

Community monitors tabled their field monitoring findings to LG leaders for corrective action. LG leaders responded to some of the raised issues as well as promising to take action on others. Some of the issues raised in dialogues include:



Obalanga Community Based Monitors had for long raised issues with the district leadership over acute power shortages at the health centres within their Sub County. Through combined advocacy efforts, including sms notifications sent by UDN to the duty bearers in the district, as well as continued engagements during dialogues held between UDN, community monitors and the stakeholders Julius Okedi, a community monitor from

Obalanga reported to UDN by sms on 22nd August 2014, all the Health Centers IIs in Obalanga Sub-County had received solar panels to facilitate power supply, from Pathfinder, an International NGO. The health centres include Aeket H/C II, Alito H/C II and Agonga H/C II.

A community monitor from Obalanga Sub County, Amuria District, inspects the newly installed solar panel at Alito H/C II

UDN strengthens collaboration with OPM and PPDA to implement Barazas Forum

During the reporting period, UDN in partnership with PPDA held a Baraza on Public Procurement in Tororo district in September 2014. The Baraza was attended by over 250 people²⁹. The Baraza created a podium where contractors, community members and LG officials shared procurement concerns on some of the projects implemented within the district as well as PPDA sensitizing members on the amended procurement guidelines. The service providers decried the corruption in procurement and poor payment schedules by LG which affects project execution.

In addition, UDN collaborated with the Office of the Prime Minister (OPM) to mobilize Community Based Monitors to participate in a Baraza in Kumi district that attracted officials from both the technical and political spectrum of the district. The minister of Teso Affairs who was the chief guest applauded UDN for ensuring that community members participate in implementing government programmes. The presentation by heads of

²⁶ Local Councilors, Parish chiefs, Sub county chiefs, LC III and LC V chairpersons, RDCs, CAOs, DISOs, GISOs and area Members of Parliament

²⁷ 951 males and 757 females

²⁸ 521 males and 392 females

²⁹ Minister of State for Primary Health Care, Hon. Sarah Opendi, Hon. Jacob Obboth Obboth, all the district leadership: Chief Administrative Officer, Mayor, LCV, RDC, Town Clerk, procurement committee department heads, service providers like contractors for various projects within the district, UDN community monitors and Community members.

department on service delivery attracted response from the intended beneficiaries of government programmes and countered by the findings of community monitoring activities. Consequently the Chief Administrative Officer, Mr. Balisanyuka Joseph pledged to work with CSOs to harmonize information sharing and reporting for effective service delivery in the district.

f) Lobby Meetings at National Level

UDN continued to link community local to national level advocacy where community concerns were carried forward to inform higher level discussions with policy makers through lobby and advocacy meetings. UDN held various lobby meetings at national level among which included the following:

i) Advocacy for Agricultural Extension, Financing and Institutional Reforms

In the reporting period, UDN in collaboration with other CSOs especially under the Food Rights Alliance (FRA) organized a series of breakfast meetings attended by various stakeholders to lobby Government for requisite agricultural extension reforms, financing and institutional reforms especially through Ministry of agriculture. Built on the community displeasure about implementation of NAADS, UDN has supported representatives of the farmers and Community Based Monitors from the districts of Amuria, Katakwi, Rubirizi, Kanungu, Tororo and Kamuli who joined the national level CSOs and lobbied senior officials from MAAIF, members of the Parliamentary Committee on Agriculture.

By UDN exposing members from communities to lobby at national level has enabled the government officials and Members of Parliament to appreciate better the issues pertaining to agriculture extension service delivery in the communities. This local and national link shall be promoted in all UDN advocacy efforts to amplify the voices of the ordinary citizens in policy discourse.

ii) UDN scrutiny of NAADS and NAPA

Building on the UDN advocacy about the need for Government to reform NAADS for improved programme impact and targeting of the intended beneficiaries over the years continued in partnership with Food Rights Alliance through a comparative analysis of NAADS and the new National Agribusiness Promotion Agency (NAPA) structure to enhance extension service delivery in Uganda under single spine. This informed UDN advocacy and lobby of MAAIF officials, towards the ongoing reform proposals about the manner in which Agriculture extension service delivery in Uganda should be conducted.

iii) CSO Petitioned Speaker and Parliament over taxes on Agricultural Inputs

On 26th August 2014, UDN in partnership with other civil society organizations under the auspices of Civil Society Budget Advocacy Group (CSBAG) mobilized small scale farmers and Community Based Monitors (CBMs) and CBOs from Amuria and other parts of Uganda and petitioned the Speaker and Parliament in Kampala, to reject the taxes on kerosene and agricultural inputs proposed in Financial Year 2014/15. Small scale farmers, CBMs and CBOs were supported and collected 525 (326 males and 177 females) signatures from communities in Amuria district alone, as part of the One-Million Signature Campaign countrywide, against these taxes. The petition attracted 70% support from Members of Parliament especially the committee on agriculture which in its report to Parliament also recommended scrapping of taxes on kerosene in September, 2014. This was publicized in print, electronic and social media hence raising public awareness about the impact of taxing agricultural inputs likely to constrain efforts to transform rural agriculture.

As a result of UDN and other CSOs advocacy on agriculture (extension services, financing and institutional reforms), the NRM caucus meetings since June had rejected all the proposed taxes on all agricultural related activities/inputs and finally, Government agreed to scrap off taxes in agricultural inputs in September 2014. UDN and partner CSOs will continue engaging with Parliament and attend parliamentary sessions on proposed reforms and tax implications, for greater Government accountability and improved livelihoods of Ugandan farmers and households.

iv) Lobby Meeting with Minister of State for Teso Affairs over Agriculture

UDN flagged with other CSOs representatives and Community Based Monitors held a meeting with the Minister for Teso Affairs, Hon. Christine Amongin Aporu at her office. The community members facilitated by UDN presented their concerns about challenges and recommendation for improving Agriculture in Teso sub region. The concerns included the long Government promise of a Fruit factory in Teso and the likely adverse implication on the newly proposed taxes to be imposed in FY 2014/15 on agricultural inputs.

The Minister pledged to raise the concerns in Cabinet and the NAADS Cabinet sub-committee on NAADS/ NAPA, as well as the NRM caucus (of the ruling party). In this regard, UDN, other CSOs and CBOs in 2014 have made input into policy discourse at local and national levels, accountability and service delivery in Uganda.

Advocacy on Community Agricultural Infrastructural Improvement Programme

The UDN assessment of the Government's Community Agricultural Infrastructural Improvement Programme (CAIP) in the districts of Iganga, Kamuli, Katakwi and Amuria, led to validation meetings in two districts in 2014. The validation has provided grounded for the communities and UDN to raise issues for national level advocacy about community concerns on local accountability and service delivery in Uganda.

Tracking Commitment of Local Government through JARD and Public Service Client Charters

UDN reproduced and disseminated copies of the JARD recommendations 2014 to local CBOs and partners across the country to facilitate community monitoring work as a measure of commitment and performance of local government under the decentralized framework. The findings of JARD monitoring were incorporate into CBMES routine monitoring and reporting. This acted as another accountability tool through which UDN supported Community Based Monitors demanded accountability from local government based on their own commitment as pledged in the JARD.

Similarly, UDN undertook a joint field monitoring exercise in partnership with the Ministry of Public Service and assessed the progress made in the selected Local governments in the implementation of client charters in Nakapiripirit and Kamuli districts. The findings from the selected districts indicated that there was little or no progress in the implementation of client charters and commitments made in the charter due to lack of funds to implement commitments to achieve service standards. Despite the lack of funds, the districts sampled had not popularized and disseminated the charters to stakeholders as required to make them aware of the service standards to be able to provide feedback on service delivery. During the debriefing meetings with local government officials, Ministry of Public officials pledged to provide support to Local Governments to popularize and disseminate client charters to stakeholders to enable citizens demand service delivery in line with set out service standards.

Media engagement

During the reporting period, UDN worked a number of media groups ³⁰ as an effective tool for advocacy and these engagements with the media groups included covering and airing out of UDN supported activities in for example this was mainly done during the sub county and the district dialogue meetings and this helped in sensitizing both the duty bearers and the community members to take their positions in respect to service delivery in the district of Amuria. They also raised a number of community concerns that also called for the responses of the local government office.

Quarterly field monitoring activities

UDN facilitated programme staff to undertake quarterly field activities in the districts of operation. The meetings facilitate interaction with beneficiaries, duty bearers and provision of on sight technical support to local CBOs and partners to improve activity implementation, monitoring, reporting, follow up of commitments of duty bearers and documentation of impact of community monitoring and advocacy work. During a field monitoring visits and interaction with DGF staff in Karamoja, UDN was able to incorporate some of the peer support proposals for improving implementation and impact of UDN work. UDN will therefore continue documenting lessons and observations of such joint field monitoring activities with development partners to improve UDN strategies.

³⁰ Saviour Fm, Etop Radio, Voice of Teso, Etop Newspaper and New Vision.

INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT

Strategic Objective

Consolidating UDN's Institutional Capacity to sustainably deliver on its mandate

Above: UDN development partners during the Donor Conference held in June 2014 at Hotel Africana in Kampala.

Sound governance and administrative structures and systems; well-motivated and committed members; and competent staff served as the basis for UDN to deliver timely sustainable advocacy programmes based on the 2012-2016 SAPP.

a) Donors Conference

The donors' conference was organized by UDN to get together with her donors and discuss the impact of her advocacy and social accountability work and get advice on how to better her in UDN gave a presentation on the impact of her advocacy journey since inception. The presentation delved into strategies employed by UDN to achieve the set objectives, major activities since inception, key results, impact, and factors responsible for the impact realized and major lessons learned.

b) Annual Audit report produced

The 2013 financial reports were audited by Nick-Waks, the UDN auditors and approved by the Board. The audited accounts informed UDN members and stakeholders about the financial standing of the organization and the effectiveness of its accountability system.

c) Board Meetings held

During the year, 3 scheduled Full Board and five Board Committee Meetings were held.

These were necessary to expedite staff recruitment, staff appraisal, Review of the Annual Narrative and Financial Audit Report 2013, Work plan and budget 2015, election of new auditors and the acquisition of the UDN home.

d) Human Resource Function

The DGF support contributed to the UDN's HR function including contributing to staff Remuneration, capacity building through trainings and exposure visits.

In addition, four interns were recruited and facilitated to acquire skills that would better position them in the job market.

e) Annual General Meeting (AGM)

One day Annual General Meeting was held, attended by 88 people in total. The meeting updated stakeholders on implementation of programmes, accountability and also reviewed the achievements and challenges faced by UDN. The Article of Association was reviewed and amended.

Challenges and lessons learned

- 1) During the year 2014, one of the challenges UDN grappled with has been the shrinking Civil Society operating environment due to constant threats from the State agencies against activities relating to good governance issues, especially anti-corruption and service delivery advocacy. Restrictive policy and legislative frameworks, such as the Public Order Management Act (POMA) have affected some of the advocacy events, such as UDN's Mitooma District dialogue.

The main lesson learnt from such frameworks is that organizations need to take precaution and ensure compliance with applicable legislations to avoid falling victim of arbitrary use of laws and institutions. Involvement of government institutions and senior officials also minimizes possibilities of institutions like the Police interrupting planned activities.

- 2) Delay by Government to implement concerns raised by CSOs even when they pledge action, for example delayed parliamentary action on various legislations has also frustrated UDN's and general Civil Society mandates and momentum.

The major lesson from these experiences is that CSOs need to sustain the advocacy efforts without relenting, until there is action. UDN has also learnt to involve multiple stakeholders who cumulatively become a formidable and influential voice. Much as some of the commitments have taken long to be acted upon, at least ultimately, some actions have been taken, and hence the efforts have not been in vain entirely.

- 3) Engagement with the media as a strategy for advocacy and creation of public awareness remains costly, and worse still, sometimes it is a challenge to interest media houses in advocacy work when other social issues are taking centre stage,

since their focus is to out-compete rivals. UDN is working on strategies to improve her approaches in advocacy to make her work more appealing and news-worthy, as well as identifying influential professional reporters to work with for specific focus areas if issues of concern are to get media publicity.

Priorities for financial year 2015

In 2015, UDN shall continue with its 3 Programme areas as envisaged under the ongoing SAPP 2013-16, namely Governance and rights; Community capacity building and empowerment; Institutional and organizational development.

Under **Governance and Rights programme**, UDN shall aim at attaining the following results:

- Increasing Citizens/ CSOs' capacity to track and influence Aid and Debt acquisition and sustainability for poverty reduction;
- Participation to influence national, regional and international fora on economic & political operation;
- Influencing Government budgets at national and local levels to respond to poverty reduction priorities with a focus on the user committees (Water User committees, School management committees, Health management committees, animal health workers, road gangs, parish development committees, etc);
- Citizens and CSOs in selected districts empowered to influence national and local government budget processes; Reduction of Corruption, wastage and misuse of public resources, among others.

Under the **Civil Society Capacity Building programme**, UDN will also focus on these:

- Enhancing CBOs and communities' capacity to monitor the implementation of government programmes and service delivery and promoting collaborations between CSOs and government at national and local levels to improve the quality of service delivery.

For **Institutional and organizational development**, UDN shall:

- Consolidate and scale up gains so far registered on strengthening Governance and management structure and through review and operationalisation of policies.
- Development and operationalisation of a Monitoring and Evaluation Strategy.

UDN'S FY 2014 Income and Expenditure Statements

A: STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2014

Notes	2014 UGX	2013 UGX
ASSETS		
Non-current Assets		
Fixed Assets	3 1,032,978,782	73,637,408
Investments	-	275,742,500
Current assets	1,032,978,782	349,379,908
Customer control account		
	-	62,025,800
Programme floats		
	-	947,000
Cash and bank	4 256,063,251	23,745,138
Prepayment	5 9,990,000	-
Accounts receivable	-	1,630,000
Staff loans/advances	6 1,900,000	16,173,254
Total	267,953,251	104,521,192
Total Assets	1,300,932,033	453,901,100
Equity and Liabilities		
Accumulated Fund		
	691,539,399	413,651,034
	691,539,399	413,651,034
Non-current Liabilities		
Bank loan	7 502,427,504	-
	502,427,504	-
Current Liabilities		
Supplier Control Account	8 76,855,881	28,768,572
Salary/Wages With-held	9 12,627,755	-
Provision for Audit fees	6,000,000	-
Other payables	11,481,494	11,481,494
Total current liabilities	106,965,130	40,250,066
Total Equity and Liabilities	1,300,932,033	453,901,100



Prof. Ezra Suruma
(Board Chairman)



Mr. Fred Guwedekko
(Board Treasurer)

B: UDN's STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2014

		2014 UGX	2013 UGX
INCOMES			
Donation / Grants	10	1,908,972,287	2,200,975,242
Other Donations	11	484,492,321	31,379,135
Consultancy	12	536,309,549	62,025,800
Membership Fees		3,740,500	4,119,500
Special Fund Activity 1		-	33,291,000
Other sales	13	450,000	200,000
COST OF INCOME		2,933,964,657	2,331,990,677
EXPENSES			
Governance and rights	14	896,953,508	909,506,748
Capacity Building and empowerment	15	894,693,378	751,170,455
Institutional and organisational development	16	873,780,541	530,254,999
Other General overhead costs		37,584,194	71,923,094
Depreciation		-	23,076,802
Total expenditure		2,703,011,621	2,285,932,098
Surplus before exchange gain/loss		230,953,036	46,058,579
Exchange gain		46,935,329	-
Surplus for the year.		277,888,365	46,058,579

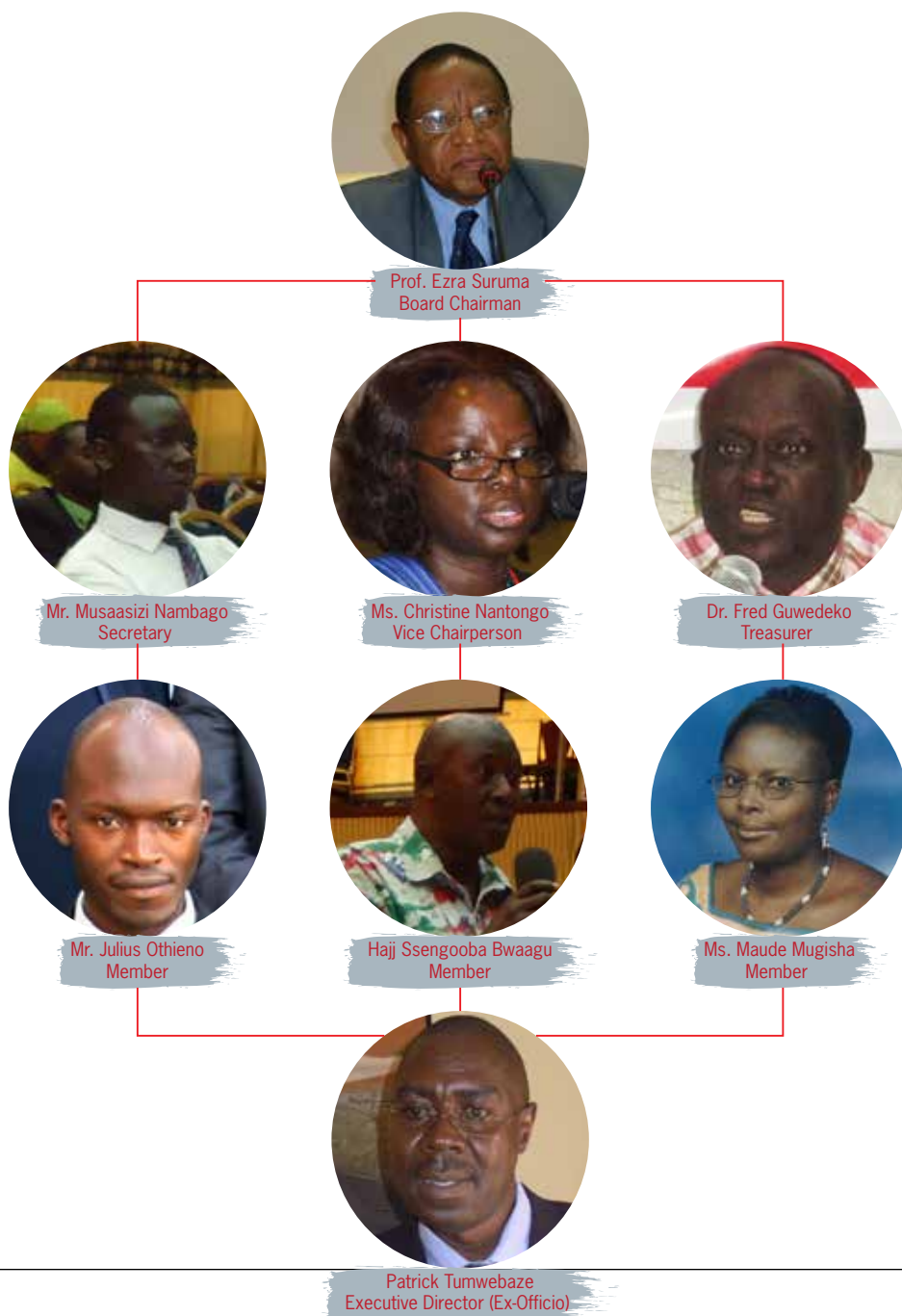


Prof. Ezra Suruma
(Board Chairman)



Mr. Fred Guwedekko
(Board Treasurer)

UDN's BOARD OF DIRECTORS, 2014



UDN MEMBERS OF STAFF IN 2014





OUR VISION

“A prosperous Uganda With Sustainable, Equitable Development
And A High Quality Of Life Of The People”

OUR MISSION

“To promote and advocate for poor and marginalized people to participate in influencing poverty focused policies, demand for their rights and monitor service delivery to ensure prudent, accountable and transparent resource generation and utilization”.

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A Publication of
Uganda Debt Network (UDN), 2015