

UGANDA DEBT NETWORK



Towards
**ACCOUNTABLE and
EQUITABLE** Development in Uganda



Annual Report | **2016**

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ABOUT UDN

Founded in 1996 to champion the cause for debt relief, Uganda Debt Network (UDN) has established itself as a leading advocacy Non-Government Organisation (NGO) whose **mission** is 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 **vision** envisages a prosperous Uganda with sustainable, equitable development and a high quality of life of the people.



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Regions - Districts - Subcounties where UDN made a contribution in 2016

West/South

Kanungu Buhweju
Bushenyi Sheema
Rubirizi Masindi
Mitooma

Kayonza, Kirima, Kanyantoroogo,
Kihiki S/county, Kihiki Town Council,
Mpungu Kanungu Town Council &
KateteKakanju, Nyabubare
Kichwamba, Kirugu & Katerera
Mitooma, Kiyanga & Kanyabwanga
Bihanga and Rwengwe
Kigarama
Karujubu, Pakanyi and Budongo

North

Napak
Moroto
Nebbi

Ngoleriat, Matany and Lopei
Rupa, Tapac and Nadunget
Erussi, Nyaravur and Panyimur

Central

Mityana
Kayunga
Kaliro
Namutumba
Iganga
Luuka
Bugiri
Namayingo
Kamuli

Manyi, Bulera and Busiimbi
Kangulumira, Nazigo and Kayonza
Town Council, Nawaiokoke & Namugongo
Namutumba TC, Nsinze, Kibaale,
Namutumba and Magada
Makuutu, Ibulanku, Buyanga, Nambale &
Bulamogi Bukanga and Waibuga
Budhaya, Muterere, Kapyanga and Nabukalu
Byingya, Buhemba and Namayinga
Town Council Butansi, Balawoli,
Namwendwa & Bugaya

East

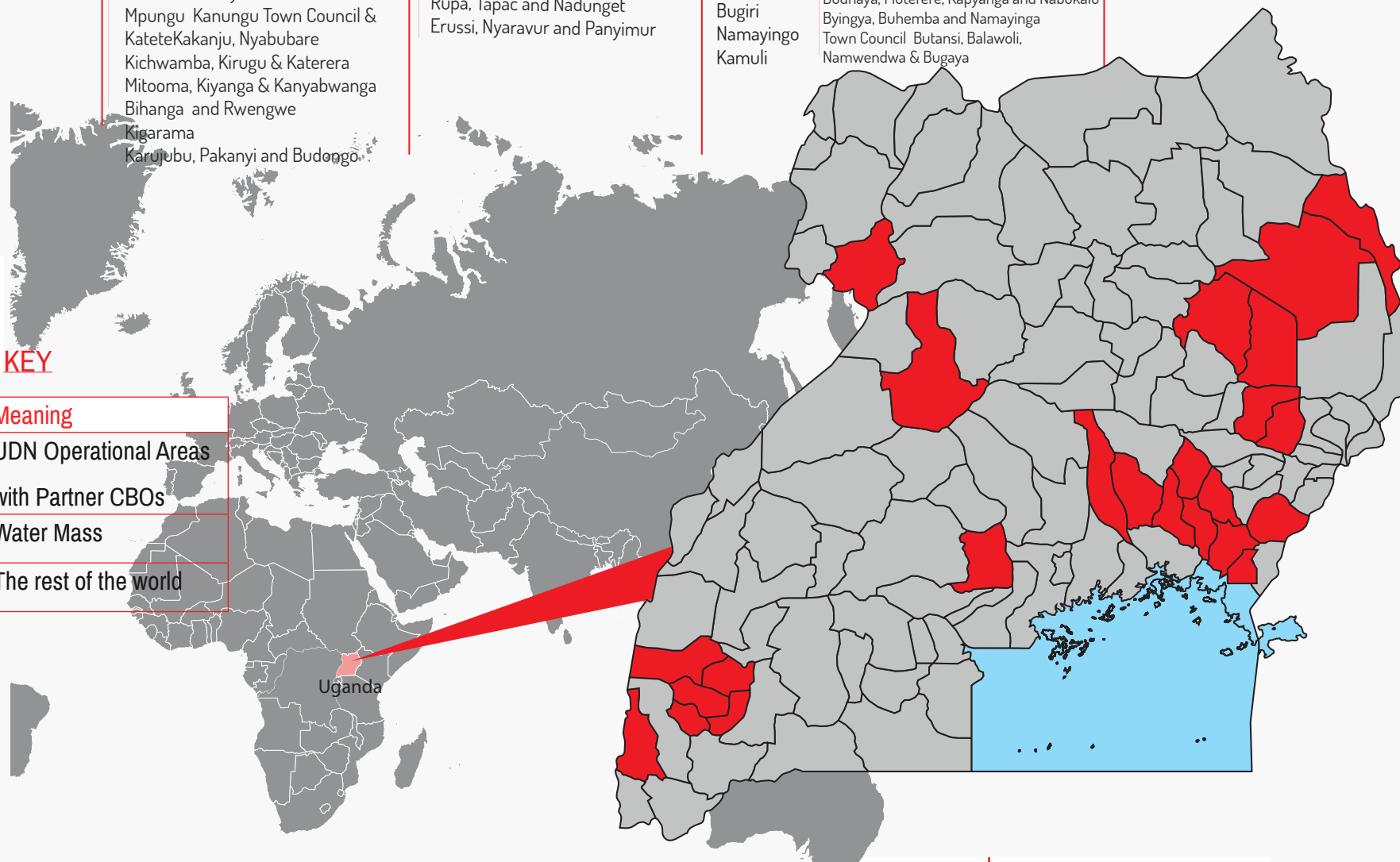
Katakwi
Bukedea
Amuria
Kumi
Tororo

Omodoi, Kapujan and Torooma
Kolir, Malera and Kidongole,
Obalanga, Asamuk, Morungatuny and Aco
Ongino, Kanyum, Atutur & Mukongoro
Western Division, Osukuru, Magora, Iyolwa
Mukuju, kirewa, Kisoko, Sopsop & Paya



KEY

Color	Meaning
Red	UDN Operational Areas with Partner CBOs
Light Blue	Water Mass
Grey	The rest of the world



List of ACRONYMS

ABBREVIATION	DESCRIPTION
AAU	Action Aid Uganda
ACASD	Anti-Corruption Action for Sustainable Development
ACCU	Anti-Corruption Coalition Uganda
ADDIF	Amuria District Development Integrity Forum
AFIEGO	Africa Institute for Energy Governance
APNAC	African Parliamentary Network Against Corruption
BUPOMA	Bukedea Poverty Monitoring Association
CODAID –U	Community Driven Advocacy for Integrated Development- Uganda
COU-TEDDO	Church of Uganda Teso Diocese Planning & Development Office
CSBAG	Civil Society Budget Advocacy Group
CSOs	Civil society Organizations
CUWEDE	Community Uplift and Welfare Development
DCA	DanChurchAid
DCF	Development Cooperation Forum
DGF	Democratic Governance Facility
DDP	District Development Plan
DEG	Donor Economic Group
DEI	Directorate of Ethics and Integrity
DIPFs	District Integrity Promotion Forums
DTM	Data Tracking Mechanism
FOWODE	Forum for Women in Democracy
GAP	Grassroot Action For Progress
GAPP	Governance, Accountability, Participation and Performance Programme
HUMCs	Health Unit Management Committees
IAF	Inter-Agency Forum
IDA	International Development Association
IFAD	International Fund for Agricultural Development
IG	Inspectorate of Government
IMF	International Monetary Fund
ISER	Institute for Social and Economic Research
KACOERT	Kanungu Community Efforts for Rural Transformation
KADCOMES	Kaliro District Community Monitoring and Evaluation System
KICK U	Kick Corruption Out of Uganda
KUDMC	Kumi District Monitoring Committee
KANGO	Kayunga NGO Forum

LG	Local Government
LGFC	Local Government Finance Commission
MDALGs	Ministries, Departments, Agencies and Local Governments
MGLSD	Ministry of Gender, Labour and Social Development
MoFPED	Ministry of Finance, Planning and Economic Development
MOH	Ministry of Health
MONARLIP	Moroto Nakapiripirit Religious Leaders Initiative for Peace
NACS	National Anti-corruption Strategy
ODA	Overseas Development Assistance
OPM	Office of the Prime Minister
PATH/ ABH	PATH/Advocacy for Better Health
PDCs	Parish Development Committees
PFMA	Public Finance Management Act
PLA	Platform for Labour Action
PROFIRA	Project for Financial Inclusion for Rural Areas
RACA	Rakai Counsellors Association
RACOBABO	Rural Action Community Based Organization
RDP-U	Recreation for Development and Peace Uganda
SACCOs	Savings and Credit Cooperative Organizations
SAS	Senior Assistant Secretary (Formerly called Sub county Chief)
SCIU	Save the Children in Uganda
SDGs	Sustainable Development Goals
SEATINI	Southern and Eastern Africa Trade Information and Negotiations Institute
SMCs	School Management Committees
SOCADIDO	Soroti Catholic Diocese Integrated Development Organization
TAC	Tororo Anti-Corruption Coalition
TIU	Transparency International Uganda
UDN	Uganda Debt Network
ULA	Uganda Land Alliance
UNNGOF	Uganda National NGO Forum
UNCTAD	United Nations Conference on Trade and Development
URA	Uganda Revenue Authority
UWONET	Uganda Women's Network

UDN IN

NUMBERS

13 Community Based Organisations



11,000

UDN Publications

(Debt Budget,
Anti-Corruption,
Impact Documentation,
Childrens Rights)



150
Media Events and Coverage
(Television, Radios, Print)



120
Civil Society Organisations,
Ministries Departments and
Agencies



24 Districts
86 Subcounties

100

Radio and Television Talk
Shows (National and Local
level)



4



Community Radio
Programmes



Followers
1,020



2,096

450,000

Facebook and
Twitter Impressions

Iganga District
Women at a borehole

MESSAGE

FROM THE BOARD CHAIR



“

“A journey of a thousand miles begins with one step.” This Chinese proverb is a reality in UDN’s journey 20 years down the road since its formation in 1996. This far the Lord has brought us, including completing our Strategic Programme and Plan (SAPP) for the 2012-2016 period. Whereas this Annual Report 2016 delves more into the successes and challenges of the year, it keeps sight of aggregate contribution by UDN and partners to improved public policy arena, throughout the strategic period and lessons thereof.

Each of the UDN stakeholders across Government, civil society at communities, Local Governments, Central Government, regional and global levels is highly appreciated for their respective contribution at different stages of achievement. UDN is even more grateful to those who committed and contributed financial, material, human and other forms of resources for successful realization of the set goals and objectives over the 2012 – 2016 SAPP period. Special thanks go to the UDN members as well as the Democratic Governance Facility, Dan Church Aid, Trocaire, USAID-GAPP, USAD-PATH/ABH, Inspectorate of Government, Save the Children in Uganda, Action Aid Uganda, who walked the journey with us to achieve specific milestones between 2012 and 2016 when we completed our implementation period.

Moreover, UDN successfully concluded the Strategic Advocacy Programme and Plan (SAPP) for the implementation period 2017-2021. This particular SAPP is the seventh since UDN’s formation in 1996. In view of the global, regional and national context, the SAPP builds upon the experiences, lessons and good practices of the predecessor 2012-2016 strategic period. It was evident that

UDN’s advocacy contribution continues to be relevant in respect to a) public policy b) changing Debt and development financing architecture c) citizens’ participation and influencing public sector budget priorities d) community empowerment e) service delivery and public accountability outcomes in Uganda. As such, UDN will continue to be catalytic in playing the pivotal role of generating expertise and mobilizing citizens for prudent generation and management of public resources in Uganda.

Finally, I invite you to take a read through the contribution of UDN and partners, as highlighted in this 2016 Annual Report.

For God and My Country

Prof. Ezra Suruma, PhD
Chairperson, Board of Directors
Uganda Debt Network (UDN)

MESSAGE

FROM THE EXECUTIVE DIRECTOR



Dear Members, Partners and Stakeholders of Uganda Debt Network (UDN), I am delighted to present to you the 2016 Annual report of UDN. The year 2016 marked the end of implementation of UDN's Strategic Advocacy Action Programme and Plan (SAPP) 2012-2016 under three thematic areas: a) Governance and Rights, b) Capacity Building and Empowerment, and c) Institutional and Organizational Development. As such, the report draws highlights across the SAPP period.

Endeared to our Mission, UDN's advocacy and other contributions to improved social accountability work in Uganda, public policy agenda, accountability and service delivery outcomes are highlighted in this report. Overall, UDN has contributed to improved livelihoods of Ugandans through community empowerment and policy engagement at local, national, regional and international levels. UDN leveraged partnerships and nurtured the capacity of CBOs and local NGOs to be vanguards of local activism and engagement that links local policy, financing and accountability concerns to the national level platforms and processes.

UDN also leveraged advocacy for transparent and prudent acquisition and management of Aid resources (especially loans and grants) and moving towards sustainable debt that builds rather than undermines Uganda's economic development and socio-economic transformation to the various categories of citizens, especially the poor and marginalized men, women and youths. Over the strategic period 2012-2016, the key focus was on the loans by World Bank, African Development Bank and selected bilateral sources. UDN also greatly influenced the Public Finance Management

Act, 2015 (as amended in 2016), respective National Budget Framework Papers (thus budget priorities for Uganda) including for FY 2016/17; and more active participation of oversight accountability committees compared to four years ago. Though modest, the efforts of UDN and partners contributed to improved accountability frameworks in Uganda and service delivery outcomes.

Finally, UDN pledges to do even better in the coming period of strategic implementation, 2017-2021. Together we shall strive to achieve 100% prudent management of public sector resources in Uganda for commensurate service delivery outcomes that befit the Rights holders.

Yours Sincerely,

A handwritten signature in blue ink, appearing to read 'Patrick Tumwebaze'. The signature is fluid and cursive, with a large initial 'P'.

Patrick Tumwebaze
Executive Director

Programme Area

1 GOVERNANCE AND RIGHTS

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



CS members during the citizen's campaign match against MPs' move to amend the Income Tax Act to exempt their allowances from being taxed, as published in Daily Monitor, April 2016

"I pay tax on my allowance
so should my MP"



UDN Executive Director, Patrick Tumwebaze (in red shirt), giving remarks at a Press Conference during the CSOs campaign against MPs Income Tax exemptions in April 2016.



Members of CS after handing over a petition to the Prime Minister of Uganda in December 2016, protesting the MPs' move to amend the Income Tax Act 2015.



ENHANCING

PUBLIC SECTOR ACCOUNTABILITY AND DEVELOPMENT POLICY OUTCOMES

Over the 2012-2016 period, UDN's underlying ideology was anchored on people-centred responsive public policy, development frameworks and financing modalities that are sustainable, fully accountable especially to the poor and marginalized, gender-responsive and reflective of equitable national development and the Sustainable Development Goals (SDGs). In this regard, by the end of 2016 UDN had made contribution in the areas highlighted below.

1.0 Enhanced CSOs' capacity for prudent Debt Management and development policy

1.1.1 Enhanced CSOs' collaboration for greater Aid transparency and performance in Uganda

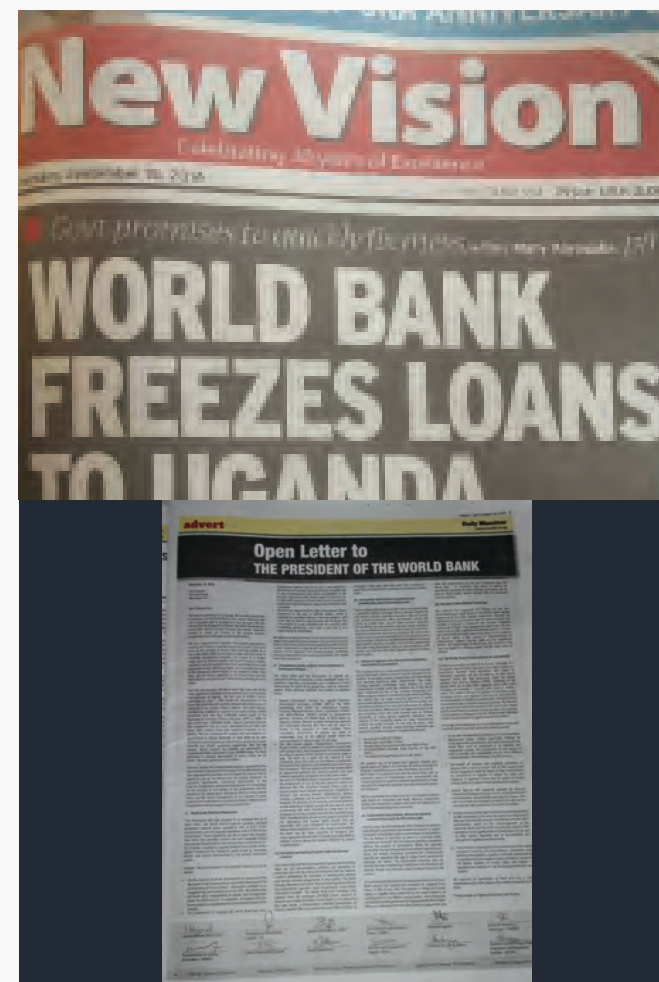
Spearheaded by UDN, civil society collaborative initiatives in 2016 enabled CSOs¹ that worked together on a spectrum of development policy agenda. Through various media outreaches, press conference and petitions to the President of The World Bank Group in Washington D.C, Office of the President of Uganda and several institutions in Uganda, joint advocacy raised issues on:

a) poor loan performance arising from poor implementation of projects worth USD 2.3 billion ;

b) limited transparency in World Bank Group operations with Government of Uganda;
c) heightened corruption;
d) procurement challenges;
e) unjustified increasing public debt; and f) social and gender issues. With other such wider advocacy initiatives, the civic actions prompted wide-spread public debate and media coverage², which contributed

2 E.g. i) <http://www.monitor.co.ug/News/National/Civil-society-cautions-government-rising-debt/688334-3380180-qhyejq/index.htm> - Daily Monitor ii) <https://www.youtube.com/watch?v=x8Q0bPdTnVQ> -WBS captures UDN press conference iii) <https://www.youtube.com/watch?v=x8Q0bPdTnVQ> - NTV captures Press Conference iv) <http://southafrica.shafaqna.com/EN/ZA/713551-> Press conference captured on South Africa News v) <http://www.uganda.crazymedias.com/uncategorized/world-bank-squeeze-killing-ugandan-economy-experts/> - World

1 Action Aid Uganda, CSBAG, UNNGO Forum, TIU, FOWODE, Oxfam International Uganda, Global Rights Alert, ACCU, CEEWA, PLA, ISER, AFIEGO and SEATINI.



Media capture of CSOs' advocacy over World Bank poor loan portfolio performance in Uganda



(L-R) Evas Kanyesigye (CSBAG), Julius Kapwepwe (UDN), Arthur Larok (ActionAid Uganda), Cissy Kagaba (ACCU) and Sarah Pacutho (UNNGOF) as panelists at the CSOs Press Conference held at UDN, 13 September 2016.

to The World Bank suspending lending to Government due to poor performance of committed loans.

By the end of 2016, Government had addressed the major issues over The World Bank- funding concerns (see *New Vision*, Thursday, 15th September, 2016, p.8 and <https://goo.gl/YEoEXk>, <https://goo.gl/ZVm2om>). Meanwhile, The World Bank's Board of Executive Directors in November 2016 approved a Management Action Plan for the Inspection Panel's Investigation of the Uganda Transport Sector Development Project (TSDP) to establish progress of work upon which execute corrective measures were undertaken (see: <https://goo.gl/1luV9l>). Moreover, CSOs which included UDN, streamlined their work methods, agenda and collaboration beyond World Bank advocacy to broader Development Aid Accountability (DAA) advocacy in Uganda.

Bank squeeze killing Ugandan economy – experts vi) <http://www.uganda.crazymedias.com/uncategorized/csos-challenge-world-bank-on-portfolio-performance-in-uganda/> - Link from Independent paper citing UDN Press conference on loan acquisitions and performance issues in Uganda.

1.1.2 Performance of Debt-funded projects enhanced:

The furtherance of UDN advocacy for Debt accountability was beyond the World Bank portfolio to other specific debt-funded projects, including Community Agricultural Infrastructure Improvement Programme (CAIIP) and Markets and Trade Improvement Project (MATIP) in 2014 and 2015. Through UDN sensitization of communities in the districts based on work plans of specific sub-projects, a national stakeholders' consultative symposium and subsequent sectoral engagements with selected Ministries, Departments and Agencies and Local Governments (MDALGs) were undertaken in 2016. Specific commitments about practices and strategies for improved performance outcomes of CAIIP and MATIP were agreed upon with Central Government and Local Governments. By the end of 2016, UDN observed an improvement in the quality of the network of roads under CAIIP in Rubirizi, Katakwi and Iganga districts.



UDN staff (Esther Mufumba – left and Jude Odaro – 3rd left) and Hajji Ssengoba 2nd left (from GAP-Igan) in a meeting with MoLG officials in Kampala led by Mr. Yasin Sendaula, Director CAIIP- Stressing CAIIP Implementation on 06th June, 2016

1.1.3 Enhancing advocacy on the changing Debt architecture for Uganda

UDN in 2016 continued to enhance Debt advocacy expertise anchored on evidence-based research. This was within the broad context of prudent macro-economic management, public sector accountability and service delivery. As such, UDN conducted a series of debt-related researches earlier on in 2015 and issues were utilised in 2016 on: a) historical Debt perspectives b) current levels of Domestic and External debt and c) implication of Debt on Uganda's economic performance towards poverty reduction. These were then integrated into a UDN publication titled, *Debt Dynamics and Management Challenges in Uganda*. This provided a basis for UDN's 2016 engagement with the IMF Country Office, MoFPED, Parliament and other key Government institutions about debt accountability. Moreover, the initiatives enabled UDN to deepen the Debt accountability discourse. UDN focused on profiling successes, challenges and strategies out of low absorption of contracted debt resources in Uganda. As such, by the end of 2016 UDN had also developed initial expertise in respect to Publicly-acquired Private debt, given the Public Private Partnership policy and legislation in Uganda.



public awareness and perspectives³ on the Debt and development nexus. The participation of citizens and other specific stakeholders in the debate of the debt situation and opportunities foregone also increased by more than 40% in 2016, compared to 2012. UDN, for

instance, established that while the Ugandan case of borrowing was not yet a problem per se, the external borrowing window alone had increased by 82% between FY 2013/14 and FY 2014/15, a reason to be concerned.

Also see: UN tasks Uganda on debt management, <http://www.monitor.co.ug/News/National/UN-tasks-Uganda-on-debt-management/688334-3317412-br2nyi/index.html>, Daily Monitor newspaper, Wednesday, 27 July 2016, p. 3.

In addition, Ugandan citizens appreciated more the challenges in continued borrowing rather than frugality and curtailing opulence in the use of own-generated resources (including limiting cost of trips abroad to critical aspects and bare minimum, superintended by the Office of Prime Minister). Otherwise, the opportunity cost was the high cost through debt servicing that was increasingly starving the financing of national development priorities for desired service delivery outcomes to Ugandans. Accordingly, Debt in the development discourse contributed to access to more information to citizens on the state of affairs of Uganda's Public Debt (e.g., see The Observer newspaper, 11 May 2016, also refer to: <http://www.observer.ug/viewpoint/44178-uganda-s-public-debt-is-manageable>).

1.1.4 Debt question in Uganda's development discourse invigorated

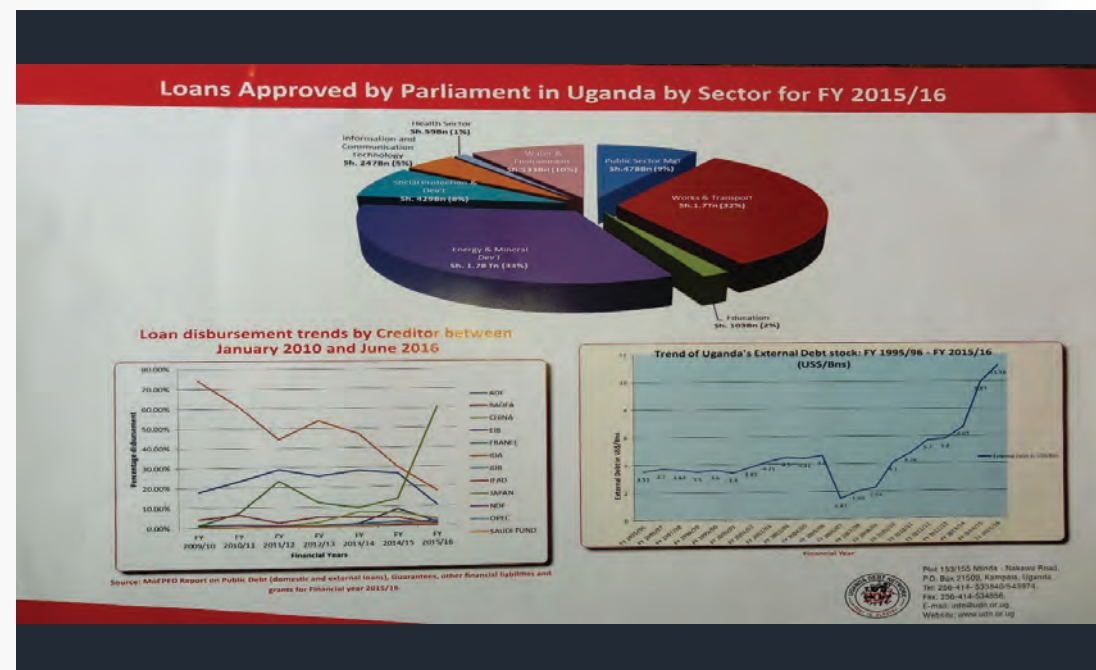
Over the 2012-2016 strategic plan period, UDN leveraged advocacy expertise and position whose high quality products contributed to the invigoration of

3 E.g. see i) <http://www.monitor.co.ug/Business/Debt-paymentcostUganda-Shs2trillion/-/688322/3032302/-/v9e93z/-/index.html> ii) http://www.newvision.co.ug/new_vision/news/1427965/fdc-warns-govt-increasing-public-debt iii) <http://www.monitor.co.ug/Business/Prosper/Debt-Uganda-mortgaged-oil-increased-borrowing/-/688616/3270086/-/11hrw5s/-/index.html>



Figure 1 L: Feature where UDN is quoted on Debt sustainability issues for Uganda ('New Vision', 11 June, 2016); R: Article by Finance PS on Uganda's Public Debt Management following CSOs' issue on Debt sustainability ('Observer', 11 May 2016)

Still, UDN intensified dissemination of simplified and user-friendly information materials on Debt and its implication on Uganda's development, scale of loan acquisition by Government on behalf of people of Uganda and loan disbursement levels by creditors. Moreover, over the strategic period, UDN drummed up for the reversal of the escalating trend on Debt acquisition even if it was still within the Debt sustainability threshold.



Besides, UDN fronted 44 strategic proposals for improved prudent Aid (debt and grants) management and expansion of the productive capacity of the Ugandan economy to Parliament, MoFPED, Sector Working Groups, Donor Economic Group, Embassies and Creditors to Uganda – especially the AfDB, the World Bank and the IMF. Of the 44 proposals, at least 22 were adopted in various policy and budget frameworks.

Even when Government oftentimes pronounced itself that debt for Uganda was sustainable, the broader discussion invigorated questions around excessive borrowing rather than frugality with own resources, service delivery and public sector accountability concerns in Uganda.

1.2.0 OTHER HIGH LEVEL POLICY ENGAGEMENTS

1.2.1 UDN as part of CSOs -- IMF and EU engagement on policy enhanced

In the broader public policy, UDN was part of the CSOs⁴ that met with the IMF Fiscal Transparency

Evaluation Mission headed by Ms. Suzanne Flynn in Uganda in May 2016. Issues raised by UDN concerned Debt and Development policy nexus, with a view for the IMF to advise Government and Development Partners against rapid and excessive borrowing given the risks associated with this behaviour. The CSOs, including UDN, invited the IMF to more structured and

periodical engagement, rather than the oftentimes one-hour meetings that may not be exhaustive. CSOs will await the resolution by IMF about the call for the said structured engagement, to inform public policy in Uganda.

More so, UDN participated in the IMF launch of a report on the Regional Economic Outlook for 2016, under the theme, “*Time for a policy reset*” in May 2016 in Uganda. The report highlighted some of the policy issues that UDN had raised over the strategic period 2012-2016, including on a) Debt and macro-economic parameters for Uganda’s development b) call for Central bank to regulate advances to Government c) strengthening domestic revenue mobilization to leverage Uganda’s fiscal space d) economic diversification e) Government revitalizing and boosting agro-industrial exports for improved household incomes in Uganda f) gender-responsive, sustainable and equitable economic development. Additionally, UDN carried similar issues to the 6th and 7th Policy Support Instrument IMF team (May and October 2016, respectively), where CSOs further shared their perspective of the current political and economic environment as well as possible remedies to an improved economic outlook for Uganda. The issues continued to inform public policy and the IMF’s economic programme in Uganda.

■ While the IMF Debt Sustainability Analysis (DSA) in 2016 indicated that Uganda remained at a low risk of debt distress, UDN remained concerned that issues of scaling-up of public infrastructural investment were shrouded in contracts secrecy at negotiation level with manifestations of corruption and shoddy work in some of the projects in the Energy, Health and Roads sectors. Still, the IMF DSA measurements seemed not to take into account domestic arrears (e.g. by MDALGs) and

recoverable costs (e.g. debt to companies due to oil exploration) and the implication of contingent liability of PPPs. All these parameters should form a considerable proportion in the equation of overall public debt portfolio, DSA and astute debt policy frameworks that keep Uganda away from debt distress. Based on the various commissions of inquiry and audit reports, by the end of 2016 UDN implored Government to ensure more efficiency in public investment, and be accountable for Ugandans to register equitable, sustainable and desirable economic dividend through prudent usage of debt resources. Besides, UDN cautioned Government against accelerated borrowing, expanding deficit targets in Fiscal performance and wastage in the management of public resources, for these underpin the level of debt sustainability.

1.2.2 CSOs Advocacy Towards EU Development Policy

■ Under EU, the CSOs continued to engage on various development policy issues for Uganda, especially through the office of the Operations Adviser, Civil Society and Social Development at the EU. This created an opportunity for UDN, which provided input around public sector financing and called for: a) enhanced accountability through publicizing what you fund, b) support to Government through reforms that shorten loan contraction processes, c) enhanced efficiency in public sector investment projects, including those supported by EU. To this end, the CSOs contributed towards policy effectiveness of Development Cooperation for Uganda. By the end of 2016, a more strategic CSO-EU engagement and structured dialogue was registered and was to be a bi-annual event.

■ Beyond Uganda, UDN was part of a periodic survey that in 2016 involved 392 responses from 86 countries, conducted by CONCORD Europe (www.concordeurope.org) which assessed the relationship between EU Delegations and Civil Society Organizations in Partner States. The survey aimed at strategies towards a more EU effective partnership with civil society. With UDN input, the report has been an advocacy tool, calling upon the EU to play a more integral role in EU’s political dialogue with Partner States pertaining to protection and promotion of civil society space.

■ The CSOs’ advocacy further invited the EU to invest more in enhancing capacity support for CSOs as human rights defenders and key actors in the development rim. As such, the exercise contributed to CSOs’ participation (e.g. UDN) in the development programmes, democratic governance and public accountability precepts, under the EU framework development cooperation at national (e.g. Uganda) and global levels. EuropeAid, for instance, has already welcomed preliminary findings, while the full survey report by CONCORD to EU Delegations will be available in 2017, with feedback and recommendations to EU member states, EU (delegations and headquarters) as well as other stakeholders.

1.2.3 Influence on Loans contraction enhanced in Uganda

As a pillar of constructive engagement in Uganda, UDN in 2016 enhanced collaboration with key development policymaking and legislative institutions. Particular focus was also on the longevity of loan contraction that often took more than a year before conclusion, with challenges of late implementation. UDN mainly engaged with Parliament of Uganda, MoFPED and attendant sectoral institutions.

Based on pre-loans scrutiny, reviews, position papers and advocacy initiatives, UDN contributed to strengthened oversight function and skills of Members of the 9th and 10th Parliaments in their appraisal and approval of loan requests by the Executive. Challenges notwithstanding, MPs' actions on some loans demonstrated improvement in skills and keenness about prudent Debt management facets and enhanced accountability to Ugandans. As such, the MPs were increasingly tasking the Executive on issues of rapid borrowing trends, cost of borrowing, amidst low absorption capacity of loan resources. The following cases point to the said broader improvement by MPs:

■ Parliament of Uganda during 2015 and eventually 2016 rejected UGX 495billion (\$150m) Executive loan request from International Development Association (IDA) to boost farm productivity, production and marketable volumes of selected agricultural commodities in 40 districts. With UDN input, MPs cited unclear selection criteria of areas to benefit from the fund, poor profiling of what value addition entailed and link to the existing agricultural interventions⁵; which

issues were key to accountability and value for money in justifying the acquisition (See: <http://ugandaradionetwork.com/story/parliament-rejects-another-ugx495bn-govt-loan-request>).

■ In March 2016, with input of various CSOs (spearheaded by UDN and CSBAG) to MPs, Parliament had disputed the Executive loan request for stabilizing the Uganda currency (Shilling) by questioning the sustainability of such a Government action and suggested that Bank of Uganda explores other options. The Executive, nonetheless, though some means prevailed over the MPs and UGX 700 billion (\$200m) was acquired by Uganda from the Eastern and South African Trade and Development Bank (See: <http://www.monitor.co.ug/News/National/Government-defies-MPs-borrowing-stabilise-Shilling/-/688334/3103470/-/bk8mojz/-/index.html>).

■ UDN made input to MoFPED about the proposal by one AMCABANA & ASSOCIATES CONSULTANCY AND INVESTMENT of South Sudan in November 2016 for a loan offer worth \$ 2.5 billion for Bank of Uganda Capital Fund. Using international standard **"Guidelines on State Aid to Promote Risk Finance Investments"** (http://ec.europa.eu/competition/state_aid/modernisation/risk_finance_guidelines_en.pdf), UDN's review and position did not show enough justification for the loan, a recommendation that was shared with the ministry. MoFPED declined the offer.

■ Over the strategic period 2012-2016, UDN contributed to the policy debate with Government (especially Parliament and MoFPED), IMF and Donor Economic Group, about the civil society concerns such as: a) rather persistent public sector investment under-execution resulting into low absorption of

loan resources despite the continuous interest payment accruals, b) grand corruption in some of the large infrastructural projects, under the roads, health and energy sub-sectors, c) implementation not based on robust and timely feasibility studies; and d) contraction of loans without commensurate counter-funding by Government of Uganda. By the end of 2016, nonetheless, Government had initiated reforms and an Appraisal User Manual for mandatory preparations, shortening the contraction period for all new projects. New contract regulations to make PPPs more transparent and accountable were also instituted by Government. As such, UDN's advocacy contributed to this structural milestone for improved investment management, transparency that achieve desirable service delivery outcomes from public sector projects in Uganda.



See highlights on revised contract management regulations by Government, 'New Vision' newspaper, 27 June, 2016, p. 41

1.2.4 Enhanced Aid data Management in Uganda:

Over the last four or so years, amongst the CSOs, UDN remained the vanguard of interfacing with Government for the establishment and operationalization of a robust Debt and Cash Management Unit under MoFPED. By the end of 2016, the Unit had largely (about 70%) been equipped with staffing and tools, with streamlined and reconciled Public Debt data. The achievement was key into the progressive improvement in the management of public debt. UDN continued to be a key player in Annual

Debt Sustainability Analyses and attendant engagement on development financing. On the overall scale, UDN witnessed improvement in comprehensive documentation of Aid data, including Overseas Development Assistance (ODA) tracking and management capability by Government, off-budget Aid concerns notwithstanding.



UDN's Juliet Akello (L) with Mr. Matyama - Ag. Director and Economist, Debt and Cash Management, MoFPED meeting on Prudent Debt Management - 1st November 2016

UDN's Namagga Imelda (L) and Byiringiro Christine (R) with Commissioner, Debt and Cash Management-MoFPED Ms. Jenifer Muhuruzi (centre) in a discussion on Prudent Debt Management for Uganda - 7th July 2016

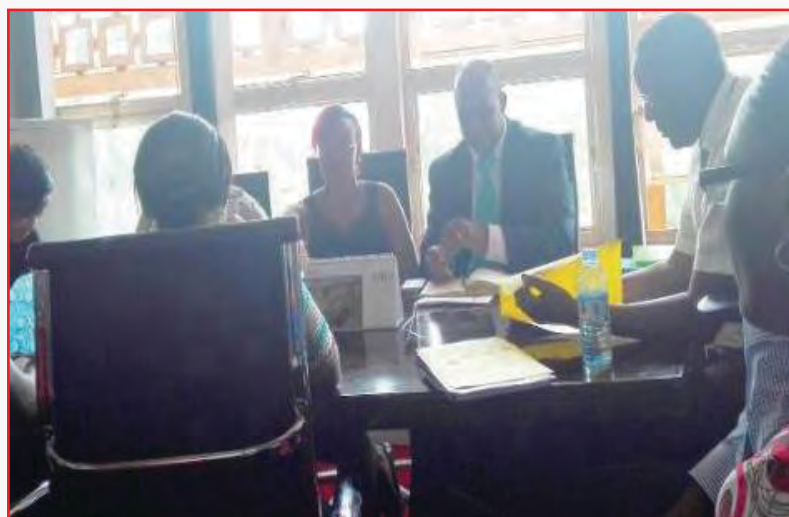


1.2.5 Government Commitment to reduced domestic borrowing

Like the previous years, UDN's sustained her engagement with Government (Directorate of Economic Affairs and Debt offices – MoFPED) regarding Uganda's increasing debt stock. Moreover, the debt issue was being compounded by the adverse implication of domestic debt on private sector investment, economic growth and development nexus.

As such, Government committed to reducing domestic borrowing to UGX 612 billion in FY 2016/17 compared to UGX 1.4 trillion in FY 2015/16.⁶ Government also committed UGX 111 billion towards the settlement of domestic arrears (see National Budget Speech FY 2016/17, p. 29 and 30). UDN will follow both cases through in the next implementation period. Also see: Gov't cut domestic borrowing by Shs679 billion on the following link:

6 GOU, National Budget Speech FY 2016/17, p. 30



UDN and other CSOs engaged team of officials from MoFED led by Mr. Lawrence Kizza, the Director of Economic Affairs on Resource Mobilization and Management in Uganda on 10th February 2016 and 30th May 2016 respectively



domestic-borrowing-Shs679-billion/-/688334/3269152/-/2778liz/-/index.html.

<http://www.monitor.co.ug/News/National/Government-cut->

'Daily Monitor' newspaper (27 June 2016, p. 5) highlighting unpaid bills by some Government institutions in Uganda and Government commitment to reducing domestic borrowing.

1.2.6 Enhanced UDN advocacy against Government's selective bail-out of ailing private companies.

In view of no clear legal, policy and institutional frameworks for Government assistance, selection criteria for beneficiary companies and payback modalities, UDN in 2016 stood against the Government's proposal of using public resources to bail out 65 private firms under financial distress worth UGX 1.3 trillion – see: *To bail out or not to bail out: The pitfalls of crony capitalism* (<http://www.monitor.co.ug/OpEd/Commentary/To-bail-out-or-not-to-bail-out--The-pitfalls-of-crony-capitalism/689364-3334666-ob14jff/index.html>). UDN mobilized traders, Members of Parliament, youths from universities and other categories people and championed public consultations as well as local, regional and international media – print, electronic and social – outreach⁷ and other

⁷ Naffe Gavumenti etutaase KACITA (<https://www.youtube.com/watch?v=ki3wUjLE4dI>) – NTV Link; When slaves are told to bail out Uganda's tycoons (<http://www.monitor.co.ug/OpEd/columnists/AllanTacca/When-slaves-are-told-to-bail-out-Uganda-s-tycoons/878694-3334538-7woray/index.html>), 'Reform, don't bail out -Uganda Debt Network, media link <http://256businessnews.com/reform-dont-bailout-uganda-debt-network/>; 'There are many ways to bail out distressed companies' <http://www.chimpreports.com/there-are-many-ways-to-bail-out-distressed-companies-economic-expert/>; Dokolo Woman MP Cecilia Ogwal calls Company Bailouts "a Sign Misplaced Priorities" <http://businessguideafrica.com/dokolo-woman-mp-cecilia-ogwal-calls-company-bailouys-a-sign-misplaced-priorities/>; Government does not have the capacity to bail out companies, say experts <http://uganda.watsupafrika.com/news/government-does-not-have-the-capacity-to-bail-out-companies-say-experts/>

citizens' awareness techniques towards prudent management of public resources and against public debt distress for Uganda. Government dropped the move – also see Bank of Uganda position against financial bail-out of private companies ('No funds to effect bailout – Mutebile' <http://www.sanyufm.com/news/no-funds-effect-bailout-mutebile>).

(Above) cross-section of participants during the UDN Bailout Dialogue held at Hotel Africana, 29th July, 2016; and (Left) Hon. Cecilia Ogwal gives her views on the subject



[news/government-does-not-have-the-capacity-to-bail-out-companies-say-experts/](http://uganda.watsupafrika.com/news/government-does-not-have-the-capacity-to-bail-out-companies-say-experts/)

Tweeter: 102 tweets (United States-5.8%, Brazil- 0.1, South Korea- 0.1, Nigeria- 0.1%, South Africa- 1.3%, Botswana -0.8%, Ethiopia -0.1%, Mexico- 0.1%, India -0.4, Benin- 0.3%, Kenya- 1.6%, Tanzania -0.6, Uganda -81%, Rwanda -0.8%, North America-1.4%)

18 1.3.0 Regional and international collaboration on Aid Development financing enhanced

Together with other partners, UDN continued to be a key player in influencing national, regional and international forums on socio-economic development operations, practices, policies and strategies for Aid and development financing as highlighted below:

1.3.1 Aid and development strategies through UNCTAD 14 influenced

In July 2016, UDN was part of the global State and Non-State Actors' advocacy events targeted at the United Nations Conference on Trade and Development (UNCTAD) 14 in Nairobi, Kenya. UDN and other CSOs called for a United Nations agency (Government to Government) that should meaningfully stand with developing economies to use "Trade and not Aid" instruments, for development finance, investment and technological needs for poverty reduction and prosperity. The CSOs targeted the UNCTAD through her 14th session, hence "UNCTAD 14". Through an International Steering Group (ISG) of CSOs that worked towards UNCTAD 14, the UDN contribution was also in respect to CSOs' position for prudent and transparent global mechanisms on taxation and "Trade not Aid" regimes.

Other UDN contribution pointed to issues around under-accountability on ODA commitments through new Aid architecture tools of blended Aid and military assistance as part of overall development Aid. Other issues were about the looming debt crisis for developing economies and their expanding fiscal deficit and attendant macro-economic policy challenges. The new agenda about some of the said policy concerns was adopted by

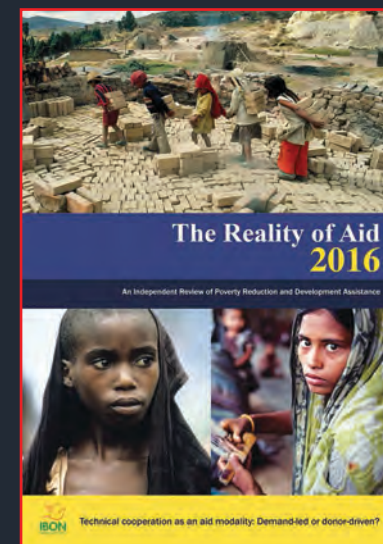


governments from around the world, into the UNCTAD 14 mandate for equitable global development the next four years. Every four years, UNCTAD is expected to permeate through national SDG financing instruments, other development policies and practices.

UDN participated in some of the CSOs strategic meetings in Nairobi, for harmonized African CSOs' voices on development financing that targeted the 14th session of UNCTAD and other key global policy forums, 2016

1.3.2 UDN critiqued Development Effectiveness and Accountability in view of Reality of Aid

In the framework of Development Effectiveness modalities for developing and emerging economies, UDN contributed a chapter, “Donor Priorities for Technical Cooperation, Drivers and Implications of Tied Aid”. This was under the Reality of Aid Global Report 2016 (see chapter 1, page 25; on <http://www.realityofaid.org/>). The UDN input was a critique of Development Assistance and Technical Cooperation (DA&TC) as an Aid modality, regardless of whether DA&TC is demand-led or Donor driven. This was within the broader national, regional and global challenges and lessons for Development financing discourse



1.3.3 UDN contributed to 2nd High-Level Meeting (HLM) on SGDs - Addis Ababa and Nairobi

Under the auspices of the Global Partnership for Effective Development Cooperation (GPEDC), UDN participated in strategic meetings in Nairobi- Kenya (May and October 2016) and Addis Ababa- Ethiopia, September 2016. The meetings formulated common CSO policy positions and voices for Africa's engagement at the 2nd HLM in Nairobi, November-December 2016.⁸ The

forums provided UDN with platforms that contributed to financing in improving the impact of all development cooperation for SDG implementation, review of 2011 Busan and Istanbul Principles on Aid effectiveness and offering new commitments and accountability under the 2016 Nairobi Outcome Document (NOD) – also see <http://www.ipu.org/splz-e/nairobi16/draft-declaration.pdf>

Ms. Juliet Akello (in blue) makes a feedback presentation at the Africa Regional Workshop on the GPEDC Post-Monitoring Results at the AU Conference Centre in Addis Ababa, Ethiopia, September 2016



⁸ Note that the genesis of the Nairobi meeting is the Rome Declaration on Harmonisation (2003), Paris Declaration on Aid Effectiveness (2005), Accra Agenda for Action (2008), Busan forum on Aid Effectiveness (2011) where the Global Partnership for Effective Development Cooperation (GPEDC) was born, as well as

Mexico City GPEDC meeting (2014).

1.3.4 Participation in Collaborative Africa Budget Reform Initiative (CABRI)

UDN participated in a four-day workshop convened by MoFPED and facilitated by CABRI in Uganda on, “Strengthening Uganda’s Public Debt, Risk and Cash Management Capabilities” in August 2016. Beyond Uganda, ministries of finance participants were drawn from other six countries.⁹ Through collaboration and strategic partnerships, UDN continued to be a key player towards progressive realization of effective Debt Management and budget reforms in Uganda in particular and Africa at large.

1.3.5 Engagement with African Development Bank (AfDB) Group

UDN engaged with the AfDB Group Uganda office on AfDB policies in respect to, “Debt Sustainability Implications of Hardened Multilateral Development Banks (MDB) Lending Terms to African Countries”. The engagement drew experiences of the Group from 8 African countries. UDN raised concerns around issues on acquisition, absorption, management, utilization and accountability of debt resources. This was an additional window in bringing to the limelight CSOs’ concerns on rising public debt amidst modest service delivery outcomes to intended recipients.

Ms. Juliet Akello (right) contributes to the development of proposals for Strengthening Uganda’s Public Debt Management Capabilities at a workshop organized by CABRI, August 2016



Debt managers from different countries who participated in the workshop organized by CABRI on Strengthening Uganda’s Public Debt Management Capabilities, August 2016



Ms. Namagga Imelda and Ms. Juliet Akello (2nd & 3rd right) meeting AfDB Group officials on proposals for operationalizing the ADF Policy Lab on Country Debt Sustainability in Uganda, September 2016



1.3.6 UDN advocacy against Illicit Financial Flows (IFFs) enhanced

UDN believes that one key strategy to increasing domestic resource mobilisation and debt levels is through overcoming IFFs¹⁰ that still haemorrhage African economies including Uganda. To this end, UDN over the strategic period 2012-2016 gained more advocacy partnerships where by the end of 2016, the place of IFFs in endangering public services, financial systems, public sector accountability and economic development in Uganda was clearer in the public sphere than years ago. As a member of Uganda Tax Justice Alliance, UDN in 2016 participated localizing to Uganda a regional campaign, "Stop the Bleeding Campaign" (<http://www.taxjusticeafrica.net/en/outreach/stop-the-bleeding-2/>) that was spearheaded by SEATINI-Uganda and Tax Justice Network Africa. UDN also continued to build institutional capacity (trainings and knowledge base) about IFFs, mainly under the auspices of AFRODAD.¹¹ By the end of 2016, there was strengthened capacity of Government, through institutions like Uganda Revenue Authority and Financial Intelligence Authority to counter IFFs. UDN's advocacy continued to build partnerships towards plugging holes against IFFs, in modalities of Development financing Options for Uganda and broadly Africa's economic development and structural transformation.

10 Includes cross-border transfer of illegal money: proceeds of corruption, trade in contraband goods, criminal activities and tax evasion (trade mispricing, mis-invoicing, transfer pricing, profit shifting, etc)

11 African Forum and Network on Debt and Development

1.3.7 UDN advocacy in context of EAC/ African integration for economic development enhanced;

UDN appreciates the central role of supra-institutions such as EAC and COMESA in the broader rim of Africa's struggle from doldrums of impoverishment to integrated, gender responsive and equitable economic development. Over the strategic period 2012-2016, UDN paid advocacy attention to selected investment in energy and transport sectors and their respective infrastructural projects given the situation of balancing the adverse implication on debt sustainability versus anticipated economic development dividend. These included: LAPSET¹², Standard Gauge Railway, hydropower investments and several northern corridor infrastructural projects. As such, UDN continued to advocate for their full implementation, transparency in order to minimise accountability issues around cost and time overruns, as well as keeping debt safeguarding Uganda and the region against debt distress. E.g. See the following related media appearance cases :

■ "Consolidate EAC opportunities beyond railway"
New Vision newspaper: Thursday, 4th February 2016, page 21 (also on this link: http://www.newvision.co.ug/new_vision/news/1416255/consolidate-eac-opportunities-standard-gauge-railway)

■ "Africa needs to rethink Foreign Direct Investment"
New Vision newspaper Monday, 19th September 2016, page 24

12 Lamu Port South Sudan Ethiopia Transport Corridor (LAPSET) project



Right: **UDN weekly Newsletter issue 45** (screenshot above) focused on **Standard Gauge Railway project in EAC**

22 1.4.0 UDN contributed to influencing of key poverty-reduction policies and programmes

1.4.1 UDN influenced Government on rural financing and cooperative movement in Uganda

Based on Uganda's Rural Financial Services Strategy (RFSS), between 2012 and 2016, UDN engaged the

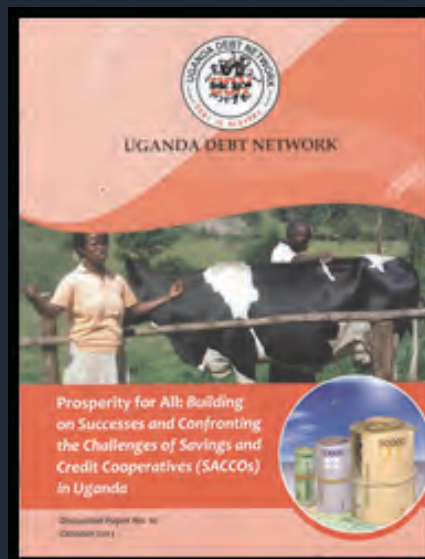
Microfinance Department – MoFPED, Cabinet, Office of the Vice President, International Fund for Agricultural Development (IFAD) and Parliament on effective strategies for development in rural areas where the majority of poor Ugandans (especially women and youths) live. As such, UDN focused on reversing the operational, policy and institutional challenges of

Savings and Credit Cooperatives (SACCOs), to broadly contribute to poverty reduction and income inequality – as measured by the high GINI coefficient and poverty line in Uganda.

On the strength of UDN's input into The Microfinance Bill (2014) and advocacy for expeditious passing of the Bill that was before Cabinet in 2015, some of the organization's proposals adopted into the Tier 4 Microfinance Institutions and Money Lenders Act (2016) included the following:

1. Establishment of a legal regime regulatory authority and supervisory system of SACCOs (Clauses 6),
2. to retain membership, all SACCO members should have access to loans available, Clause 37 (2) (a);
3. Publication of SACCO information and related records in public places to improve and to strengthen transparency Clause 43; and
4. Equal treatment with regard to policies on loan appraisal and disbursements, repayment procedures, savings accounts, interest rates calculations and other financial policies Clauses 51 (2). The said Act of 2016 repealed the Money Lenders Act (Cap. 273) under the broader financing for rural development

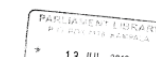
in Uganda. UDN will go on to influence the requisite guidelines and regulations for operationalizing the Tier 4 Microfinance Institutions and Money Lenders Act (2016) Act to ensure that it is considerate of needs and priorities of the poor and marginalized groups of people in Uganda over the NDP II period.



Left: UDN position paper on proposals to Government for streamlined operations of SACCOs in Uganda (2013)

Right: The Tier 4 Microfinance Institutions and Money Lenders Act (2016)

THE TIER 4 MICROFINANCE INSTITUTIONS
AND MONEY LENDERS ACT, 2016.



Mobilizing and Managing External Development Assistance for Inclusive Growth

Uganda's Country Experience and Lessons from Development assistance Management



JUBW 29, 2016

1.4.2 UDN influenced strategies for inclusive growth in Uganda

UDN input was adopted into a research report on “Mobilization and Managing External Development Assistance for Inclusive Growth, Uganda, 2016” by Economic Policy Research Centre (EPRC), African Centre for Economic Transformation (ACET) and MoFPED. The following was UDN’s contribution:

- i) *Delayed disbursement of budget support by Development Partners which constrains monitoring funds utilization (p. 16);*
- ii) *Development Partners and Government to strengthen transparency and accountability by availing information on aid remittances with reference to the Access to Information Act, 2005 (p. 38);*
- iii) *Effective coordination among Development Partners in providing support and MDAs in managing Aid Resources (p. 35); and iv) CSOs are more of observers in the Aid resource mobilization process and their invitation is ad hoc compared to Government and DPs who are in a constant dialogue process (p. 38). UDN will continue working closely with such relevant institutions to strengthen expertise and contribution to development policy.*

1.4.3 Production and Dissemination of Publications

In 2016, UDN produced and disseminated to key stakeholders over 10 categories of Advocacy or update materials: Policy Briefs, Briefing Papers, Position Papers, reports and other publications. They were instrumental in equipping citizens and Government with high-level researched/ analytical pieces, which oftentimes informed policy as indicated in specific sections in this report and included the following:

1. Underfunding of Education in Uganda: Lessons from UNESCO Minimum Funding Norms
2. African Perspectives on Sovereign Debt restructuring
3. Daring the Hyena: Citizens’ Action in Promoting Public Accountability in Uganda
4. Proposals to Government on Borrowing of US\$ 29 million for Financial Inclusion in Rural Areas (PROFIRA)
5. Development Financing Options for NDPII- FY 2015/16 – FY 2019/20: Targets and Priorities
6. CSO Perspectives on Bottlenecks in Implementation of the Leadership Code Act 2002 and Recommendations for Effective Enforcement of the Code
7. Realizing the Rights of Communities Living Adjacent to Protected Areas in Uganda
8. CBMES Sourcebook
9. Civil Society Position and Call for Expeditious Parliamentary Enactment of the Anti-Corruption (Amendment) Bill, 2013.
10. Investing in Children in Uganda - An analysis of the 2014/15 National Budget

PUBLIC SECTOR BUDGETS, OUR RESPONSIBILITY

1.5.0 Over 2,061 citizens in budget analysis and advocacy

Between 2012 and 2016, UDN supported initiatives that involved over 2,061 citizens in budget analysis and advocacy. By the end of 2016, UDN noted improved capacity (confidence, skills, re-activeness, tools and aptitude) and influence of at least 307 women, men and youths in budget advocacy at the national and local government levels. These were increasingly empowered as a nucleus for local activism and community interest that was influencing public sector work plans, budgets and projects. These were community members collating through the UDN-supported CBOs and local and regional NGOs across Uganda. Overall, UDN in 2016 made contribution in the following areas:

1.5.1 Government's revision of Fiscal Decentralization and Sector Guidelines on Grants Transfers influenced

Over the 2012 and 2016 strategic period, UDN focused on securing civil society space in Government processes, in the overall framework of ensuring that Government budgets at national and local levels respond to poverty reduction and pro-poor budget priorities. In 2016, UDN spearheaded the participation and joint advocacy of 26 regional and national CSOs that influenced Government-led Fiscal Decentralization reforms that started in FY 2015/16¹³. The reforms were

13 Included: Save the Children (SCIU), CSBAG, White Ribbon Alliance, UNICEF, Water Governance Initiative, Water Aid Uganda, Centre Budget Policy Accountability, OXFAM and HEPs

aimed at increased autonomy of Local Governments and equity in funding service delivery in communities, but guided by overall national development priorities.

■ Even though the reforms were still broadly on-going under Fiscal Decentralization by end of 2016, UDN spearheaded a series of engagements with strategic Government institutions: LGFC, MoH, MoWE and MoWT. UDN also benefited from collaboration with UNICEF, Save the Children and OXFAM about the sector guidelines and financing. The collaborative efforts had by the end of 2016 contributed to 53 sector grants being streamlined to 13 and reflected increased autonomy of Local Governments in prioritizing their respective local needs, and



CSOs meeting with MoFPED - Commissioner Budget policy, Mr. Kenneth Mugambe, on their input for Fiscal Decentralization reforms in Uganda, November 2016.



UDN meeting with MoH Ass. Commissioner of Budget and Finance Planning Department, Mr. Richard Kabagambe, about Health sector guidelines and financing, October 2016

reduced disparities through a new allocation formula that will contribute to increased equity in financing and service delivery outcomes. Challenges notwithstanding, by the end of 2016 the revised allocation formula led to a redesigning and consolidation of the Discretionary Development Equalisation Grant (DDEG) and Budget Guidelines for FY 2016/17 on discretionary transfers to sectors in Local Governments. In this regard, UDN contributed to the struggle for equitable development in Uganda.

■ As a build-up from 2016 advocacy, the Education Sector Guidelines for FY 2017/18 adopted a minimum of UGX 4 million shillings per year per district Inspector of Schools and a minimum of UGX 90,000 per education establishment in each district (i.e primary or secondary school). For the Education office, a minimum of UGX 4.5 million for the DEO's office and UGX 75,000 per institution were adopted for FY 2017/18 (see **GOU, Ministry of Education and Sports Sector Grant Guidelines FY 2017/18, pp. 5 and 6**).

■ Building on previous advocacy, UDN in 2015 engaged with the Education Sector Performance in general and with a focus on issues of Capitation Grants under the UPE programme. UDN's recommendation in FY 2012/13 (during the November 2012 Education Sector Review Meeting) to increase Capitation funding from UGX 7,260/= to at least UGX 10,000/- per pupil (Ministerial Policy Statement, Education Sector FY 2015/16, p. 8- see <http://parliamentwatch.ug/pros-cons-upe-capitationgrant>) was adopted and implemented by Government in FY 2015/16. Hence there was a move to progressive realization of children's right to education through the national budget and poverty reduction endeavours. In November 2016, the Ministry of Finance as well as the Ministry of Education and Sports approved the proposal to increase the capitation grant from the current UGX 7,000/= to UGX 12,000/= per pupil per year, with UGX 2000/= ring-fenced for sanitary pads for girls (see <http://www.monitor.co.ug/News/National/Govt-orders-schools-on-lunch--sanitary-pads/688334-3471914-nqt4po/index.html>).

■ In the Health sector, the CSOs' proposal on a funds allocation formula for lower-level health centers was adopted by the Ministry of Health and has been incorporated in the revised Health Sector Grant Guidelines for FY 2017/18. In this formula, the allocation of funds to lower-level health centers includes parameters such as total admissions, Out-Patient Department attendance, total deliveries, total family planning attendances, total ANC,¹⁴ total immunization attendances, etc. Furthermore, the allocation of funds to lower-level health centers is now tagged to at least 80% of the sector non-wage recurrent budget (excluding PHC hospital Non-wage recurrent grant).¹⁵

14 Ante Natal Care

15 Ministry of Health, FY 2017/18 Sector Grant Guidelines, p. 5

1.5.2 Influencing Government for Child-responsive Planning and Budgeting enhanced

In the 2012-2016 strategic period, UDN and SCIU were at the forefront of child-responsive budgeting in Uganda. Over 2015 and 2016, a joint initiative by UDN, SCIU and MGLSD – a “*Checklist for Child-Responsive Budgeting at National and Local Governments in Uganda, 2016*” – was developed. Through their respective District Planning Units and DTPCs, some LGs were oriented on the checklist for use during the planning and budgeting processes, while 2,000 copies distributed in over 35 districts across Uganda.¹⁶

16 Including Nakasongola, Nakaseke, Luwero, Moroto, Nakapiripit, Napak and Kotido Districts

The checklist will be marketed across MDALGs as a benchmark for Child rights-responsive budgeting.

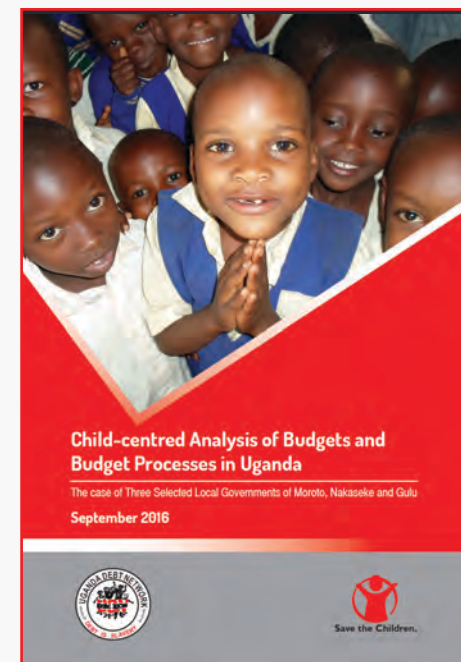


■ The FY 2016/17 Local Government budgets of Gulu, Moroto and Nakaseke districts were also reviewed regarding the degree of child rights budgeting and consequent advocacy initiatives undertaken at both local and national levels in 2016. As a result, in Nakasongola District, an additional allocation of UGX 500,000 was earmarked for the Community Based Services Department towards Child protection committees in FY 2016/17¹⁷

■ The FY 2016/17 Local Government budgets of Gulu, Moroto and Nakaseke districts were also reviewed regarding the degree of child rights budgeting and consequent advocacy initiatives undertaken at both local and national levels in 2016. As a result, in Nakasongola District, an additional allocation of UGX 500,000 was earmarked for the Community Based Services Department towards Child protection committees in FY 2016/17

■ To further uplift child-related interventions to prominence, Government has in FY 2016/17 upgraded the National Council for

17 Interview with Nakasongola District official in the Community Based Services Department



A copy Of the LG Child rights report , dated September 2016

Children to National Children's Authority. (See: http://www.newvision.co.ug/new_vision/news/1428739/govt-introduces-authority-handle-children-affairs).

1.5.3 CSOs influenced Government's plans and Budget priorities

Based on a CSO¹⁸ position Paper on citizens' priorities entitled "**Challenges to Service Delivery and Budget Implementation, CSO perspectives for FY 2017/18**", UDN made presentations on behalf of CSOs in five regional stakeholder budget consultative meetings

18 Under the Civil Society Budget Advocacy Group (CSBAG), Transparency International, Uganda National NGO Forum, Save the Children, SEATINI, ACODEV, etc



19 2 in Central region, two in Eastern region and one in Western region

20 Such as Transparency International, KACOERT, CSBAG

21 Such as Luwero, Kanungu, Bushenyi and Nakasongola

(Above) UDN's Executive Director, Patrick Tumwebaze (facing camera) being interviewed during regional Budget consultations by Government, Mbale Resort Hotel, September 2016;

(Left) UDN's Juliet Akello making a presentation at the Regional Budget consultations by Government, Ridar Hotel, Mukono, September 2016



convened by MoFPED to inform Government's Budget priorities for FY 2017/18.¹⁹ As a result of the joint CSO engagement, the following achievements were registered:

- The CSOs²⁰ and CBOs in most of the districts²¹ that participated in the LG regional consultations have been co-opted in the LG technical planning meetings and have all been invited (some for the first time) in the Local Government Budget conferences (organized in October and November 2016).

- Increased stakeholder budget listen-in sessions to the National Budget,

where the sessions were attended by over 200 people under the UDN-supported society groups namely, members of local accountability oversight structures, local CSO partner networks, local leaders and ordinary men and women in Mbarara (1), Mbale (1), Jinja (2) and Seeta- Mukono (2) districts. This was critical in marshalling citizens' activism and interest in public affairs, including the budget processes in Uganda that UDN and partner CSOs strive to achieve.

- Under the CSBAGs joint CSOs pre and post-budget dialogues (in 18 March and 16 June 2016, respectively) and subsequent engagement, 38 joint CSOs budget proposals at national level (12 by UDN through budget alternatives research, partner civil society groups and members of local accountability oversight structures) were made, of which six were adopted by Government for FY 2016/17 budget priorities and also through the Income Tax amendments, including:

1. The tax exemption of specified agricultural processing machinery (such as hullers, oil presses, tillers and grain dryers)- see: **The Value Added Tax (Amendment) Act, 2016. p. 2),**

2. VAT relief for producers of solar, wind and geo-thermal energy incurred on their business inputs, in order to reduce the cost of production and debt levels, given on-going hydro projects of Isimba and Karuma expected to lower the cost of energy in Uganda (see: **Uganda's Budget Speech, FY 2016/17, p. 31).**

3. On tax base expansion -- by organizing Uganda's huge informal sector, Government in FY 2016/17 allocated UGX 8 billion to implement the Taxpayer Registration Expansion Project (TREP) for improved registration and licensing of hitherto informal sector businesses (see: **Uganda's Budget Speech, FY 2016/17, p. 32).**

A simplified chart
of the Budget
key tax policy
amendments
for FY 2016/17,
produced by
UDN in 2016

KEY TAX POLICY AMENDMENTS FOR THE FINANCIAL YEAR 2016-17	
KEY TAX POLICY AMENDMENTS FOR THE FINANCIAL YEAR 2016-17	
INCOME TAX ACT	- Carry forward of losses in respect to mergers and acquisitions for businesses that continue in the same trade after change of ownership; - A new rate for the taxation of a non-resident person deriving rental income from Uganda - A new definition of petroleum taxation; - Persons employed by institutions with diplomatic privileges are obliged to file returns of income with URA - Persons making payments to non-residents must withhold tax from the payments (rate) - The International Centre for Research in Agro-Forestry (ICRAF) and the International Potato Centre have been added to the First Schedule as listed institutions. - Removal of clinics from the businesses or trades paying tax under the second schedule - Revision of tax payable by drug shops. - Waiver of taxes due from SACCOs - Public listed institutions have been excluded from the shareholding requirement to access benefits provided in an international agreement.
VALUE ADDED TAX - VAT	- Persons in midstream petroleum operations to register for VAT - Specific agricultural processing machinery are listed as exempt supplies. - Removal of compact fluorescent bulbs and LED lamps or bulbs from the list of exempt goods. - Addition of specified agricultural processing machinery on the list of exempted supplies. - VAT refund to suppliers and contractors executing aid funded projects - VAT refund on imported services used by Business Process Outsourcing companies (given at the time of export or when services are consumed in Uganda). - Exempt the supply of any goods and services to the contractors and subcontractors of hydroelectric power, solar power, and geothermal power projects
LOCAL EXCISE DUTY	- Enhancement of Schedule 2 of the Act - Shs.100 on a litre of diesel and petrol - Shs.50,000 on every 1,000 sticks of soft cup cigarettes - Shs.80,000 per 1,000 sticks of linge lid cigarettes 200% on cigars, cheroots and cigarillos containing tobacco. 200% on homogenized or reconstituted tobacco 80% on ready to drink spirits - Shs.1,100 per litre of gas or oil on motor spirit (gasoline) - Shs. 780 per litre of (automotive, light, amber for high speed engine) - Shs. 1,000 per 50 kgs of cement - Removal of Local Excise Duty on specialized hospital furniture and international incoming calls. - On goods converted into health care or medical products 10% on motor vehicle lubricants 20% on sugar confectionaries chewing gum, sweets & chocolates - Shs.100 per kg on cane or beet sugar and chemically pure sucrose in solid form
OTHER AMENDMENTS	- URA to issue certificate of origin to exporters - Stamp duty of Shs.5000 on certain instruments to be increased to 10,000shs. 1.5% Stamp Duty on the transfer of property - Shs. 20M registration fees for personalized number plates - Mining fees have been repealed under the finance Act.
SUPPORTING INVESTMENTS	- Carry forward losses for business mergers and acquisitions of loss-making businesses that continue to operate the same businesses after change of ownership. - VAT offset on locally sourced supplies to aid funded projects - VAT relief to producers of solar, wind and geothermal energy on costs incurred as business inputs - VAT refund on imported services used by Business Process Outsourcing companies at the time of export or when services are consumed in Uganda
 Plot 163/155 Ntinda - Nakawa Road, P.O. Box 21508, Kampala, Uganda., Tel: 256-414- 543840/543974, Fax: 256-414-544888, E mail: info@ura.ug, Website: www.ura.ug	

- Commitment to elimination of debt through Domestic arrears by prioritizing them over the sector MTEF allocations and for Accounting Officers who continue to accumulate domestic arrears to be personally liable (see: Uganda's Budget Framework Paper FY 2017/18, p. 17). The Government is now planning to scale down domestic borrowing over the medium term in order to support the private sector. Domestic borrowing is thus projected to decline to UGX 843 billion in FY 2018/19 and further to UGX 485 billion by FY 2020/21 (see: GoU, **Budget Framework Paper for FY 2017/18, p. 12**).
- Improvement in local revenue collection and management through roll-out of Local Government revenue database initiative, elimination of 'ghost'

employees from frontline service centres at schools and health centres through joint initiatives with CSOs (see: **GoU, Budget Framework Paper for FY 2017/18, p. 22**). UDN will, jointly with other CSOs, continue to contribute to budget policy dialogue through Local Government Finance Commission, MoFPED and Parliament.

- UDN was part of the New Vision Group convened **Panel of Experts** who analyzed the FY 2016/17 National Budget on 16 June 2016. As a key Panelist, this enhanced UDN's visibility and authority in the public sector policy arena, topical issues and key budget priorities.
- UDN and other CSOs influenced budget allocations in pro-poor sectors of the economy. For instance,

the Agriculture Sector budget has been sharply increased by 71.5% from UGX 479.96 billion in FY 2015/16 to UGX 823.42 billion in FY 2016/17 (see: **Uganda's Background to the Budget FY 2016/17, p. 152**). Similarly, allocation towards the Education Sector budget was increased by 20.6% from UGX 2,029.1bn in FY 2015/16 to UGX 2,447.5bn in FY 2016/17. UDN will continue to work with other like-minded organizations to lobby for pro-people local and national budgets and to ensure that the majority of the citizens are included in the budget-making processes at all levels and that their views are included in both local and national budgets.

Left: New Vision newspaper, Thursday, 9 June 2016 'Pay Attention to local government Budget Performance', p. 7

Right: Daily Monitor newspaper, Tuesday, 21 June 2016 (Link available here²²)

22 <http://www.monitor.co.ug/Business/Prosper/Will-the-Budget-meet-citizens-hopes-/-/688616/3260338/-/d6eqjnz/-index.html>



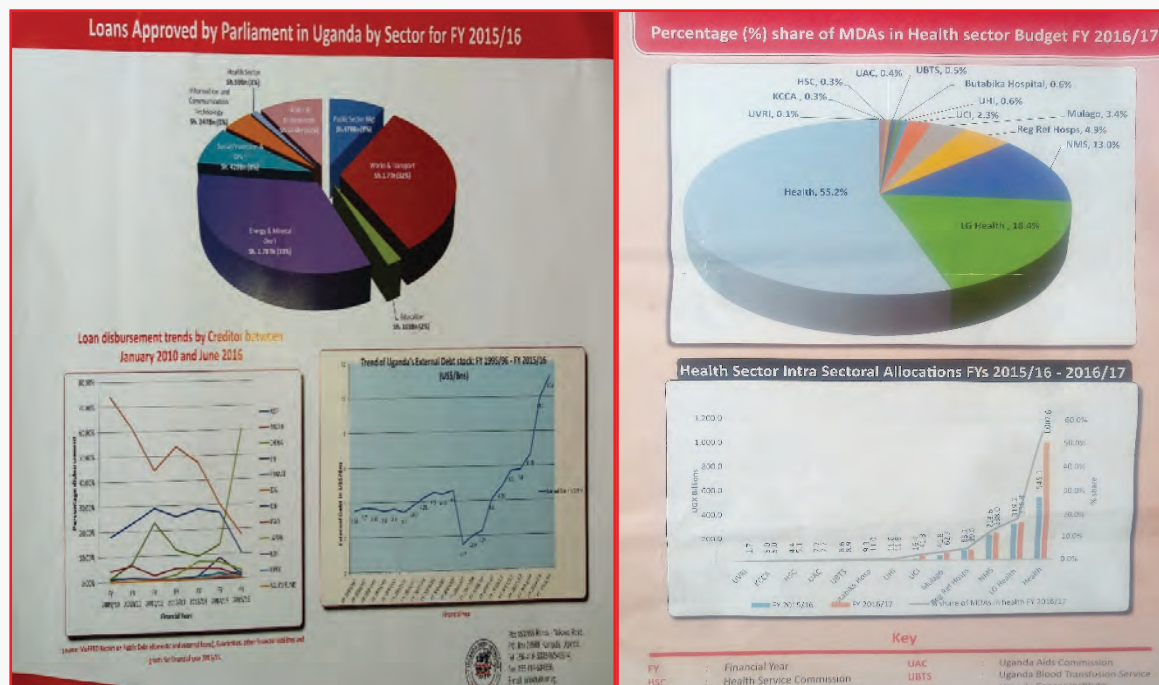


(Left) UDN's Director of Programmes, Mr. Julius Kapwepwe Mishambi (Right), presenting at the Dialogue; Participants during the CSOs Pre-Budget Dialogue at UMA Hall, Kampala, 11 June 2016

1.5.4 Information materials

A total of 8,927 information materials (including 427 financial releases, 4,500 LG charts, 2,000 copies of the Child Rights monitoring toolkit and 2,000 copies of the review of the LG budgets) were produced and shared with various stakeholders.

These information materials have enabled UDN and her partners to undertake advocacy activities effectively at all levels and serve as research/reference materials for various stakeholders.



1.5.5 CSO campaign on MPs' tax launched and achieved clarity on eligibility under Income Tax (Amendment) Bill 2016

On various occasions between 2012 and 2016, UDN stood for ensuring that Fiscal and Monetary policies in Uganda are responsive to poverty reduction financing and human development. As such, UDN in April through June 2016 was part of collaborative advocacy against the decision of Members of Parliament to exempt part of their emolument from tax. Under the auspices of CSBAG, UDN participated in 24 advocacy events²³ on the issue, alongside trade unions, Local Government Councilors, health workers, KACITA (Kampala traders' association) and school teachers. UDN was part of the CSOs that collected over 5 million signatures of Ugandans opposed to the MPs' tax exemption, even though the campaign never went the way desired by the CSOs and the MPs carried the day. We shall continue advocacy towards this cause to ensure tax justice to all citizens of Uganda.

1.5.6 Strengthened Tax Justice Alliance-Uganda due to CSO engagement on Domestic revenue generation and accountability

Since 2012, UDN has been part of the greater CSO advocacy for increasing domestic revenue generation as well as increasing it as a percentage of GDP a priority for national and local movements in Uganda,

²³ 10 press conferences, 9 radio and TV talk shows, two letters to the president, one press release, two lobby meetings/petitions to the Vice president, citizen'

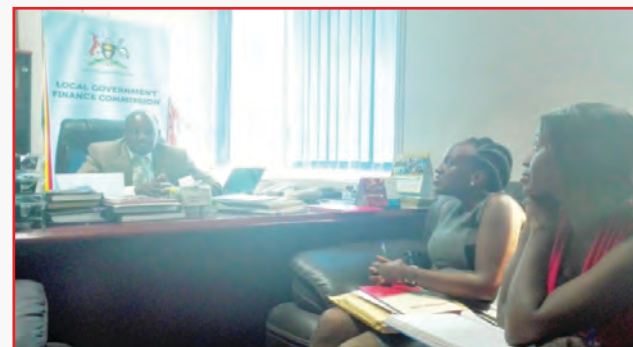


CSO members during the press conference on Income Act Amendments, November 2016

in the broader rim of financing for development. Under her 2015 study entitled *“Non Tax Revenues at Accountability Junction in Uganda: A case of Kayunga and Kumi districts”*, UDN in 2016 collaborated with SEATINI and CSBAG in expanding the overall perspective on domestic financing through Local Government revenue generation options in Kayunga, Kumi, Arua, Lamwo, Pader and Mubende districts. The CSOs also leveraged advocacy that mainly targeted Government institutions like LGFC, URA and selected Local Governments in 2016. UDN contends that all public sector revenues should not be

spent at source, but rather appropriated through the Parliamentary-designated channels as per the Public Finance Management Act 2015.

1. As a result, the LGFC in 2016 updated the comprehensive revenue potential database as a key ingredient of LGs' increased domestic revenue collections. For UDN, this is a broader strategy to countering the increasing public debt and enabling Fiscal Decentralization Strategy towards poverty reduction in Uganda.
2. A national Tax Justice Alliance was established (with UDN as a member of the Steering Committee and key player) on issues of tax justice — widening and deepening.
3. UDN's engagement with URA and LGFC contributed to the URA strategies on the expansion of domestic revenue collection (under the Taxpayer Registration Expansion Project) by partnering with 13 municipalities in Uganda (including Moroto where UDN previously did work on taxation and on non-tax revenues).



Mr. Lawrence Banyoya (head of LGFC), meeting with UDN Staff over Fiscal Decentralization reforms and strategies for expanding domestic revenues for LGs in Uganda, 25 May 2016

1.5.7 Advocacy Over Curbing Revenue Loss through Uganda's Double Taxation Agreements (DTAs)

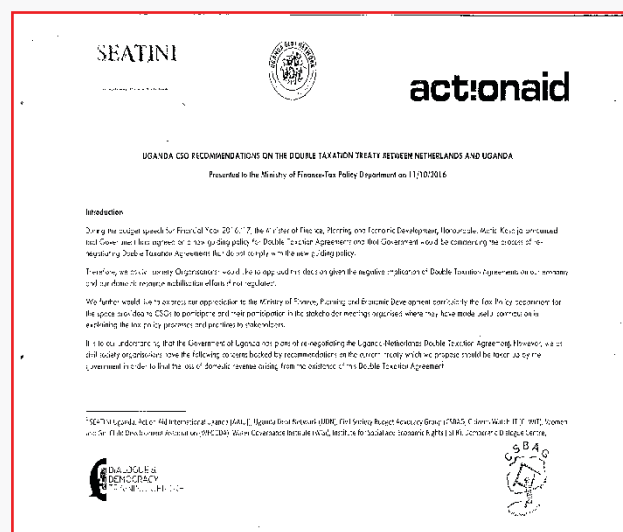
Over the strategic period 2012 to 2016, UDN has been part of CSO advocacy initiatives towards curbing avenues for revenue losses, since this undermines development financing mechanisms for Uganda. In 2016, UDN alongside SEATINI, Action Aid Uganda, CSBAG, Uganda Manufacturers Association and others participated in a series of engagements with Government over the gaps and potential revenue areas under Double Taxation Agreements (DTAs) between Uganda with Netherlands and Mauritius.

■ The DTA advocacy in 2016 increased vigilance, skills and tools for CSOs that stepped up their scrutiny with proposals to Government on curbing revenue losses, through Uganda Revenue Authority and Financial intelligence Authority.

■ The CSO advocacy over the last four years, including 2016, improved mutual CSO-Government collaboration on plugging gaps under the various DTAs, in addition to mutual suggestions that contributed to improved implementation of tax laws and relevant policies in Uganda, especially with the MoFPED Directorate of Economic Affairs at large and Tax Policy Department in particular, as well as Uganda Revenue Authority.

■ The CSO-Government collaboration initiative over the implementation period 2012-2016 enhanced UDN's in-house knowledge and competence on taxation and development financing trajectory in Uganda.

■ In addition, UDN spearheaded the CSO Macro-Economic and Aid thematic group under the auspices



UDN Director of Programmes, Julius Kapwepwe (in yellow) with SEATINI and Uganda Manufactures Association (UMA) and MoFPED team led by Commissioner for Tax Policy, Mr. Moses Kaggwa (Left in suit) after meeting over the gaps and potential revenue areas under Double Taxation Agreement between Netherlands and Uganda, October 2016

of CSBAG for harmonized CSO input and engagement with Government on macroeconomic management and accountability matters – revenue generation, debt and fiscal management in Uganda

1.5.8 Research on Budget Transparency at national level

Over the 2012- 2016 strategic period, UDN continued to be the vanguard for research based on Open Budget Survey (OBS) in collaboration with the International Budget Partnership (IBP). As a worldwide CSO initiative, the OBS is an independent measure of budget transparency at national level, with particular attention to availability and accessibility of 8 key budget documents²⁴ that should be produced at various stages of the budget process. Results of previous surveys reveal an improvement in Uganda's level of Budget Transparency from 31% in 2006 to 62% in 2015. In 2016, UDN embarked on the OBS for Uganda, whose results will be released and launched in 2017.

24 i.e the Pre-budget statement, Executive's Budget Proposal, Enacted budget, in-year reports, mid-year reports, Year-end report, Audit reports , and Citizens' Budget

□ Arising from the OBS initiative in Uganda, results of the survey are increasingly being used by researchers²⁵ and Government (Executive and Parliament) as a standard measure on budget transparency in Uganda and to inform key reports like the Annual corruption trends reports (See http://www.igg.go.ug/static/files/publications/tracking_corruption_annual_report_4th_edition.pdf. [i.e. budget process, pages 41-42, Annex 2. 2014 DTM Corruption Indicators, page 69, where 9 of the indicators in the report are derived from the OBS survey]).

□ Between 2012 and 2016, six Open Budget Survey recommendations were implemented by MoFPED and other relevant ministries in Uganda. For instance, Government through the MoFPED championed major budget transparency reforms at both local and national levels. A budget information website has been put in

25 Such as the Economic Policy Research Centre, and the Inspectorate of Government

place (i.e. www.budget.go.ug) where key budget information can be accessed on a regular basis; in-year reports (i.e. quarterly and monthly), citizen's budgets are now produced for both revenue and expenditure; more opportunities have been created for civil society to participate in the budget process. For instance, CSOs are now invited by the Ministry of Finance every quarter to witness budget releases to all MDALGs in Uganda; and to participate and make input in regional budget stakeholders' consultative meetings, sector working groups and sector reviews.

CITIZENS' ACTIONS AGAINST CORRUPTION IN PUBLIC SECTOR ENHANCED

1.6.0 Reduced abuse of Government Vehicles, despite increasing Corruption in Uganda



Government vehicle carrying alcoholic beverages in Masaka District, Uganda in 2015

Between 2012 and 2016, the UDN campaign (events and engagement with Government) against misuse and abuse of Government vehicles in Uganda was sustained. The campaign enhanced UDN's collaboration with the Ministry of Public Service (MoPS), Traffic Section of Uganda Police and key accounting officers in districts such as Napak, Bugiri, Kanungu and Masindi with new circular guidelines on prudent use of Government vehicles, which had lessened the vice by

the end of 2016. Moreover, the campaign was based on the UDN- MoPS joint production of over 2,000 copies titled, **"Reversing the Tide against Misuse of Government Vehicles and Poor State of Health Services in Uganda, June 2014"** and 2,000 charts that were in 2016 distributed at national and Local Government levels to respective accounting officers of over 63 MDALGs.

□ By the end of 2016, a significant reduction in the abuse of Government vehicles was registered across MDALGs, going by the reduced incidents of overloading witnessed on Ugandan roads. This attested to relative awareness by public servants, compliance with existing legal provisions, regulations and enforcement by accounting officers of the various MDALGs to implement their respective mandates against this form of corruption.

1.6.1 Anti-corruption legislation influenced in Uganda

Over the strategic plan implementing period, 2012-2016, UDN continued to be the vanguard of CSOs and like-minded institutions²⁶ that amplified their collective voice for effective Anti-corruption legal and policy frameworks in Uganda. By the end of 2016, the following were the highlights of the results registered with UDN's contribution:

²⁶ Especially, Anti-Corruption Coalition Uganda (ACCU), Transparency International Uganda (TIU), Uganda National NGO Forum (UNNGOF), Action Aid International (AAU) and African Parliamentary Network against Corruption (APNAC)

□ Based on the legal gaps that obtained in the Leadership Code Act, 2002, UDN and the CSOs between 2012 and 2016 intensified the engagement with Parliament and the Inspectorate of Government for an aggregate strengthened legislation that should also provide for a Leadership Code Tribunal. Various events were held including on 15 September 2016 when UDN provided input before the Legal and Parliamentary Affairs Committee of Parliament into the Leadership Code (Amendment) Bill, 2016. Aside from the broader CSO participation, two key specific UDN inputs were adopted into the Bill.²⁷ UDN will continue with joint CSO-APNAC advocacy for expeditious enactment of the said Bill.



UDN and other CSOs share their input into the Leadership Code (Amendment) Bill 2016 with Parliament's Legal and Parliamentary Affairs Committee, September 2016

²⁷ See i) Proposal to provide for the establishment of a Leadership Code Tribunal, page 9; ii) proposal in place a mechanism or prescribed form for the Public to assess declared information of their leaders, page 6

1.6.3 Struggle against corruption in Uganda sustained through UDN's contribution of Dossier on "Overcoming Corruption in Uganda, 2016"

Building on the relative results achieved from the anti-corruption struggle and contribution through a Dossier titled **"Graft Unlimited? - A Dossier on Corruption in Uganda: 2000-2012"** produced in May 2013, the UDN-updated dossier in 2016 titled, **"Overcoming corruption - Dossier on Corruption in Uganda; 2012 – 2016"** was launched at a public event²⁸ attended by universities, CSOs, Development Partners, media, MPs and other Government officials, in December 2016.²⁹ The dossier gave a synopsis of over 25 cases involving grand corruption in Uganda, with calls for Government action towards recovery of stolen public resources and against impunity.

Above right: (Left to Right) Hon. Miria Matembe (Former Ethics & Integrity Minister), Hon. Justice Lawrence Gidudu, the Head of Anti-Corruption Court, Mr. Peter Mwebesa (from Inspectorate of Government), H.E the Netherlands Ambassador to Uganda, Mr. Henk Jan Bekker, and Mr. Patrick Tumwebaze (ED UDN) launching the Corruption Dossier, Hotel Africana, 6th December 2016. On the right is the front cover of the Dossier report

²⁸ Attended by 132 people, i.e. 63 females and 69 males

²⁹ . The Dossier examines trends in corruption and its magnitude in Uganda from 2012 to 2016, reviews government's actions or omission in relation to major corruption scandals, and assesses government's commitment to deal decisively with corruption.



1.6.4 Anti-corruption (Amendment) Act, 2015 begins to bite

Having noted that some officials in the Ministry of Public Service were involved in the ghost pension scheme scandal that led to the loss of an estimated UGX 300 billion, UDN recommended, *inter alia*, that engaging strategically with political leaders in and outside Parliament is vital for Civil Society Organizations to fight corruption. To this end, UDN in partnership with other CSOs and institutions³⁰ engaged with Parliament to refine the Anti-corruption (Amendment) Bill, 2013. The Bill was passed into law in 2015 following the President's assent. The adopted UDN proposals³¹ were a contribution towards the Anti-corruption Court decree in December 2016, that required the convicted officials to refund the Shs 50billion to Government³².

■ Over the period 2012 and 2016, there was a sustained link and partnership between UDN and the media, this had by end of 2016 resulted into increased public awareness about the dangers, mutable facets and civic actions against corruption trends in Uganda. The 2016 Dossier, too, contributed to the said protracted advocacy struggle through various media platforms³³.

30 Anti-Corruption Coalition Uganda, Transparency International (U), Uganda National NGO Forum, Action Aid International (U) and African Parliamentary Network against Corruption (APNAC)

31 Confiscation of the proceeds from corruption for those convicted. (Section 63A and 63B)

32 <http://www.monitor.co.ug/News/National/State-auction-Lwamafa-Obey-property/688334-3481672-452407/index.html>

33 E.g. see 'Daily Monitor' Editorial – dated Friday 09th December 2016 (Article on the launch of the Dossier



■ Documented cases of corruption through the Dossier in 2016 also acted as tools for future use, key reference materials for policy and decision makers, Courts of judicature and body of knowledge.

■ The documentation also enabled UDN to invigorate University Youth chapters of anti-corruption struggles in Uganda.

UDN Corruption Dossier was the predominant lead story (see Daily Monitor Friday, 9 December 2016, p.14. - <http://allafrica.com/stories/201612090010.html>)

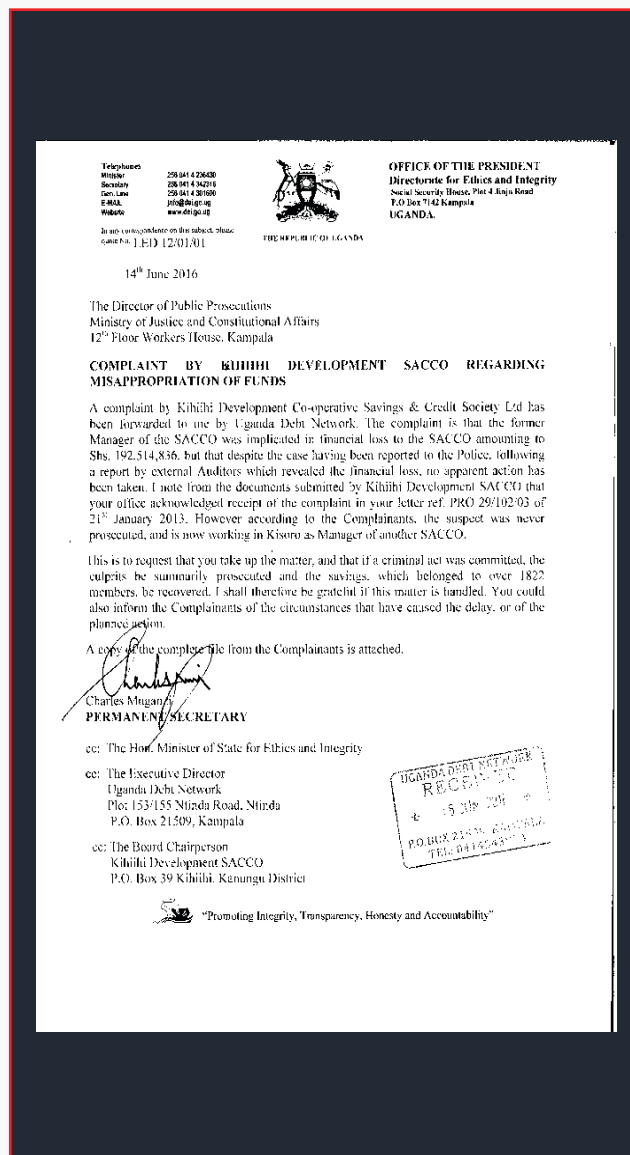
on Corruption in Uganda) See link; <http://allafrica.com/stories/201612090010.html>; Radio One FM- Spectrum show on 06th December 2016; NTV- Morning at NTV show on 07th December 2016; NTV At One in 07th December 2016; NTV –Fourth Estate talk show on 11th December 2016 See link; <https://www.youtube.com/watch?v=19dRQ21iJQs>; Capital FM- Capital Gang talk show on 10th December 2016; See also Record TV, Bukedde TV, Urban TV, Salt TV, Kingdom TV, Radio One, Capital FM, KFM, Uganda Radio Network, CBS FM, Mama FM, Salt FM- in December 2016

1.7.0 UDN instrumental in enhancing Citizen-Government Platforms for increased public accountability

1.7.1 Enabling Citizens- Government Platform

Over the strategic period 2012-2016, UDN remained instrumental in enabling functional capacity of various Citizen-Government Platforms that contributed to coordinated endeavours for increased public accountability in Uganda.

□ In 2016, UDN together with other CSOs³⁴ registered enhanced collaboration with Government institutions – DEI, MoFPED, PPDA, AOG and IG – as key strategic entry points, characterized by more cases of corruption directly being submitted to those institutions for Government follow-up and action. For instance, UDN forwarded to DEI a complaint about Kihikihi SACCO corruption case where the former manager of the SACCO was implicated in financial loss of UGX 192,514,836. DEI referred the case to the Regional State Attorney in Rukungiri and we await prosecution as per the letters below.



1.7.2 Enabling Citizens Government Platform

The Inter-Agency Forum (IAF), constituted by Government accountability institutions and CSOs, including UDN, continued to flourish with coordinated efforts by the end of 2016, under the framework of the IAF Anti-Corruption Public Private Partnership (ACPPP). This gave birth to the Accountability Sector Secretariat that enhanced broader coordination for improved public sector accountability in Uganda.

³⁴ That is; with Anti-Corruption Coalition Uganda, Transparency International, APNAC, PPDA and OPM

1.7.3 ENHANCED UDN - OAG Partnership

Enhanced collaboration between UDN and OAG from 2012 to 2016 resulted in the adoption of some of UDN's proposals including the decentralization of the Auditor General's services in Karamoja sub-region. By the end of 2016, the OAG premises for regional offices in Moroto were at design stage; while an OAG Parliamentary Liaison was established and was by end of 2016 mainly supporting Parliamentary oversight committees to achieve improved accountability, probity and transparency mechanisms that contributed to aggregate prudent management of public resources in Uganda. UDN remained a key stakeholder in the public accountability concerns upheld by the OAG by the end of 2016.

1.7.4 Enhanced UDN - Government Partnership for NACS implementation in Regions

In 2016, UDN was part of three CSOs in the Sector Working Group that participated in development of the *Zero Tolerance to Corruption policy*. UDN also facilitated KACOERT³⁵ to participate in a DEI-organized regional forum in Kabale District and provided input into the implementation strategies of the National Anti-corruption Strategy (NACS) 2014 - 2019 in Kigezi Sub-region. This depicts how UDN contributed to governance based on the rule of law, by enabling regional, local NGOs and CBOs to enhance their relationship with Government institutions across Uganda.

Right: Mr. Twinomugisha the OAG representative with UDN's Julius Kapwepwe during the Finance dialogue at Hotel Africana, December 2016

Govt asked to give more money to anti-graft agencies

By Wilfred Sanyal

The Government has been asked to increase funding for investigation agencies involved in combating corruption in the country.

The call was made by Daniel Lukwago, a consultant, who said without adequate funding, the agencies would lose the fight against graft.

Lukwago, who is the director of Sonnet Central, made the remarks while presenting a paper on "Pursuing for accountability institutions in Uganda" in Kampala recently.

"Government institutions such as the Auditor General's (AG) office and Inspector General of Government (IGG) should have enough money to carry out the monitoring and evaluation of all the government projects. Sometimes, by the time they are asked to carry out investigations, money will have been lost and yet you need facilities to get the information," Lukwago said.

He said, fighting syndicate corruption requires resources to conduct any attempt to be by the investigators.

"The budget for IGG increased to sh40b in 2016/17, but only 8% of it has been budgeted for litigation, creating a budget gap of sh32b. A lot of money is spent on rent and staff remuneration. In the last three years, the Uganda Bureau of Statistics (UBS), Public Prosecution and Disposal of Public Assets Authority (PPDA) and the Finance Ministry had the largest transport funds," he said.

Lukwago emphasised that measures should be taken to expose, combat and eradicate corruption and the misuse of power by those holding political and other public offices. The finance dialogue, which took place at Hotel Africana in Kampala recently, was convened by Civil Society Budget Advocacy Group aimed at



Twinomugisha with Julius Kapwepwe, the programmes director of the Uganda Debt Network, during a finance dialogue at Hotel Africana, Kampala recently. Photo by Wilfred Sanyal

BETWEEN THE LINES:

Lukwago emphasised that measures should be taken to expose, combat and eradicate corruption and the misuse of power by those holding political and other public offices.

government which exist due to the situation. The PPDA should be allocated more funds to comply with the authority's law. Currently, there is sophistication of fraud and corruption in accountability institutions. Lukwago added that the staff should be equipped with advanced and

the legislature have their own agenda. Twinomugisha said there is need to encourage the MPs to go through the reports and discuss them in Parliament.

"Parliament has the approval to appoint a commissioner to AG's office, but this was last done in 2005. This does not show a good example if the AG is not audited as an institution," he said.

Twinomugisha said most government institutions have planning and monitoring units, adding that there is need to have one central point from where to oversee government projects. He said it is important to involve the AG's office from the time the projects are initiated.

1.7.5 Public awareness about dangers of corruption in Uganda enhanced

■ Over the strategic period (2012-2016), UDN was instrumental in various public events raising awareness about the dangers of corruption in Uganda, inter alia, through participation in the global Anti-corruption Week, and the International Anti-corruption Day on 9th December. Under the national theme of “Reject and Report Corruption: Your responsibility”, UDN commemorated the Anti-corruption Week in December 2016 with various events in collaboration with other CSOs and Government’s Accountability Sector institutions.

The efforts invigorated citizens’ call against corruption, for it undermines sustainable and equitable national development precepts. Further, the joint Government-CSO collaboration strengthened partnership and networking among the various actors for accountable governance in Uganda.



(Above) UDN Staff joined other CSOs and Government in an Anti-corruption Procession through Kampala City on 2 December 2016 during the Anti-corruption Week.

(Right) UDN staff explaining UDN achievements to the Chief Justice of Uganda, His Lordship Bart Katureebe, who took with him some of the UDN publications. This was during the commemoration of the Anti-corruption Day organized by the Anti-Corruption Court on 8 December 2016.



1.8.0 UDN leveraged Media Advocacy

1.8.1 Media appearances and Outreaches Enhanced

Over the strategic period 2012-2016, the UDN strategy of media advocacy registered at least 2,500 Media appearances³⁶, coverage and outreach to the citizens over issues of public accountability and prudent public sector programming for effective, gender-responsive and equitable national development.

This media coverage that spanned over an estimated 10m-strong audience³⁷ resulted in increased awareness and participation of men and women in social-economic service delivery programmes that directly affect them.

Apart from the beneficiaries, the media advocacy led to UDN's visibility, not only nationally and at grassroots but also at international level, especially with the growing interconnected social media that has increasingly turned the world into a global village whereby most stories that are of public interest are rapidly disseminated.

1.8.2 Social Media Coverage

³⁶ Including press conferences, Articles, panel discussions, talk shows and Interviews through print, electronic and social media

³⁷ These estimated calculations are based on Uganda's Media Measurement (KGMM) Q3 2016 Radio & TV Audience Ratings GeoPoll Report. See this link: <http://knowledge.geopoll.com/uganda-media-measurement-kgmm-report>

■ In 2016, 1,500 media coverage events pertaining to UDN advocacy work, which enhanced collaboration with the media and a relatively reduced cost of media advocacy compared to each of the previous 4 years. This accorded UDN more coverage and outreach to the citizens over issues of public accountability and sector priorities for progressive realization of effective, gender-responsive and equitable national development.

1.8.3 Increase Media Advocacy awakens Civic awareness

■ Increased vigilance in media reporting about issues of public Debt, Budget information and accountability, which informed a diversity of communities across Uganda and increased access to critical information about the public sector. By the end of 2016, this had contributed to galvanized public debate on issues of resource generation, allocation and utilization in Uganda compared to the previous period of UDN's implementation.

1.8.5 SELECTED MEDIA LINKS POLICY ADVOCAY,DEBT AND ANTI-CORRUPTION WORK

- <http://www.observer.ug/viewpoint/44178-uganda-s-public-debt-is-manageable>³⁸).
- http://www.newvision.co.ug/new_vision/news/1424220/museveni-refuses-sign-exempting-mps-paying-taxes
- <http://www.chimpreports.com/uganda-mps-are-mad-minister-onek/>

³⁸ Published in The Observer on 11 May 2016 titled, "Uganda's public debt is manageable"

- <http://www.monitor.co.ug/News/National/Activists--campaign--MPs-tax->
- <http://www.monitor.co.ug/News/National/New-458-MPs-to-get-Shs11b-every-month/-/688334/3094902/-/1522xm7z/-/index.html>
- <http://www.ntv.co.ug/news/politics/17/apr/2016/mp-tax-exemption-elicits-backlash-civil-society-11951#sthash.uRv1sRtj.dpbs>
- <http://www.monitor.co.ug/News/National/MPs-tax-evasion-deal-sparks-public-anger/-/688334/3163852/-/donqp0/-/index.html>
- <http://www.monitor.co.ug/News/National/Tax-row--How-MPs-trapped-themselves/-/688334/3165024/-/x8jbuy/-/index.html>
- http://www.newvision.co.ug/new_vision/news/1422376/ura-lose-sh42b-mps-tax-exemption
- <https://youtu.be/Zq3G3MTYsCs>
- <http://256businessnews.com/reform-dont-bailout-uganda-debt-network/>
- http://www.newvision.co.ug/new_vision/news/1414342/corruption-hindered-development
- http://www.newvision.co.ug/new_vision/news/1416255/consolidate-eac-opportunities-standard-gauge-railway
- http://www.newvision.co.ug/new_vision/news/1418095/10th-parliament-clean-pensions-sector
- <http://www.monitor.co.ug/News/National/New-458-MPs-to-get-Shs11b-every-month/-/688334/3094902/-/1522xm7z/-/index.html>
- <http://www.monitor.co.ug/Elections/Activists-fear-post-election-inflation-hike/-/2787154/3105906/-/14yu34wz/-/index.html>
- <http://www.chimpreports.com/there-are-many-ways-to-bail-out-distressed-companies-economic-expert/>
- <http://ugandaradionetwork.com/story/cecilia-ogwal-bailout-is-symptom-of-misplaced-govt-priorities#ixzz4G4Bgw5Yc>
- <http://uganda.watsupafrica.com/news/government-does-not-have-the-capacity-to-bail-out-companies-say-experts/>

1.9.0 Inter-networking meetings attended at local, national and international levels

1.9.1 UDN as a Source of learning and Retention

UDN was often invited to share her proven wealth of experience in public sector advocacy, at local, national, regional and international levels.³⁹ This was, inter alia, mainly in respect to advocacy strategies, successes, challenges and lessons about public debt and public sector budget advocacy. Others included public accountability initiatives, enabling communities and local NGOs for civic activism.

1.9.2 Enhanced UDN Programmes and UDN Partnerships

In 2016, inter-networking events enhanced UDN's

³⁹ Including: 1st East African Students Debate on Tax Justice by SEATINI; IGG- on promoting public accountability in Uganda; Women, Land and Rights in Uganda; "Opportunities and Threats to Civil Society Space"; 3 ACCU meetings on MDAs compliance with OAG report recommendations; NGOs compliance with URA taxation laws and policies; and Health audit investigation report findings in Uganda; Human Rights and accountability organized by the Human Rights Network-U; Accountability Sector Joint Annual review meeting, by MoFPED; Office of the President; Clerk to Parliament; etc

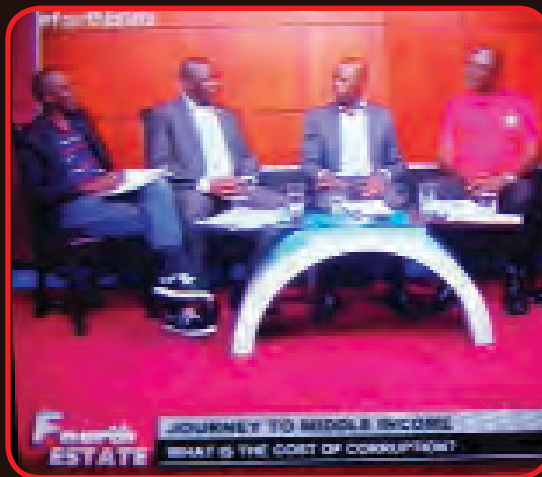


image, outreach and capacity support to broader civil society actions towards accountable governance and responsive development policy at local, national, regional and international levels. Meanwhile, this provided UDN an opportunity for learning and enhancing her programming, implementation and results.

Minister Hon. Fr. Simon Lokodo chairing Anti-corruption private public partnership meeting at DEI, right is UDN's Maureen Agaba.

ADVOCACY

UDN's Patrick Tumwebaze (2nd from right) and Julius Kapwepwe (extreme left) participate in NTV's Fourth Estate show during the Anti-corruption Week on 11 December 2016



UDN's Adellah Agaba on NBS 9'Oclock News discussing Monetization of Elections, implications on the economy and service delivery, 21st January 2016.

UDN's Executive Director, Mr. Patrick Tumwebaze, gives the media a general perspective on implications of company bailouts and Public Debt to Uganda, 29 July 2016. (Figure 2) UDN's Regional Coordinator Mr. Moses Okoed gives an interview on NTV on issues affecting Moroto District, during the District dialogue on issues of accountability, 28 July 2016.



(L-R)

LEFT: UDN's Ms. Namagga Imelda Senior Programme Officer in an interview with WBS on Ministry of Finance proposed new taxes for FY 2016/17, 14th March 2016 and Ms. Juliet Akello comments on Uganda's public debt and implications on the taxpayer on NTV, 31 May 2016.





UDN Executive Director, Patrick Tumwebaze (in red shirt), giving remarks at a Press Conference during the CSOs campaign against MPs Income Tax exemptions in April 2016.

Programme
Area

2

CAPACITY BUILDING AND EMPOWERMENT

Strategic Objective: To enhance civil society credibility and capacity to deliver on their strategic poverty reduction interventions

Community Based Monitors inspecting Mukongoro Primary School in Kumi District.

UDN LEVERAGED **COMMUNITY EMPOWERMENT** AND SERVICE DELIVERY OUTCOMES

45

1.10.0 institutional and functional capacity of CSOs ENABLED

Based on her flagship models of a) CBMES and b) Facilitating Organizational Learning and Development (FOLD), respectively, UDN over the strategic period 2012-2016 registered increased collaboration with State institutions at the national and local government levels. By end of 2016, UDN's contribution enabled⁴⁰ a total of 27 partners to become formidable advocacy agents that championed the cause and call for public sector accountability, budget advocacy and service delivery outcomes. These included community groups of women, men and youths, private sector associations, hitherto marginalized members (who later turned CBMs) and other CSO partners. The achievement contributed to overall improved welfare of sections of Ugandan citizens by the end

of 2016, as highlighted in the examples below.

→ Over the strategic period 2012-2016 UDN registered the graduation from three CBOs in 2012 to eight CBOs or regional NGOs and one national network through either her sub-granting or other strategic and operational contribution. They registered improved functional competence as better managed organizations, with new financial breath and technical backstopping. Such contribution bolstered their capacity to implement, be independent and corporately-managed formidable non-profit institutions. Such CSOs had by the end of 2016 become vanguards of local, sub-regional or national activism for public sector accountability and service delivery at district, sub-regional or national levels. Issues regarding sustainability, however, remained a pending matter in their institutional growth, which UDN and other like-minded organizations will continue to delve into, case by case, in the next implementing period.

→ Out of 15 CBOs whose establishment UDN had nurtured by 2012, only four CBOs were legally registered by

Government at District level and by the National NGO Board. By the end of the strategic implementation period in 2016, nine CBOs were legally registered at District and National NGO Board levels. These were: Kumi Poverty Monitoring Association, Bukedea Poverty Monitoring Association, Amuria District Development Integrity Forum, Katakwi District Monitoring Network and Napak Community Monitoring Network, Kaliro CBMES, Namutumba-CBMES, Tororo Anti-Corruption Coalition, and Grassroots Action for Progress (in Iganga). Although they were still largely dependent on UDN, the CBOs maintained their physical addresses and replicated the CBMES in 2016. Moreover, the CBOs also continued to be links and vessels through which community members reported service delivery and public sector accountability-related concerns and recommendations to Government and vice-versa. By the end of 2016, the CBOs also acted as meeting points for Community Based Monitors who continued to actively pursue public good community intentions by participating and influencing Local Government planning and budgeting priorities and outcomes for various Financial Years.

→ UDN trained nine CSO partners in the CBMES model in 2015 under DCA

40 Including: Trainings for skills development in budget interpretation, monitoring Government programmes, evidence-based advocacy, Resource mobilization support, Facilitating Organizational Learning and Development (FOLD)

support and accompanied them to the end of 2016. Indeed, by the end of 2016 the CSOs registered strengthened organizational and functional capacity that integrated and successfully replicated the model (at varying levels) in their respective programming. This also enabled the CSOs to broaden the empowerment of rights holders who through advocacy were beginning to mainly influence the Local Government decision-making and budgeting processes for improved accountable governance. Particular entry points for the said CSOs and rights holders were the Budget Conferences at sub-county and district levels, including Kaabong, Moroto, Mubende, Amuria, Rakai, Lyantonde and others.

Bukedea Poverty Monitoring Association monitors at one of the health centres in Bukedea district



1.10.1 SOME OF THE REGIONAL BASED CBOS AND LOCAL CSOS THAT UDN PARTNERED WITH THROUGH CBMES RELATED ADVOCACY, SUB GRANTS AND LOCAL BUDGET advocacy between 2012 and 2016

SN	NAME OF CSO / CBO	DISTRICT
1	Amuria District Development Integrity Forum - ADDIF	Amuria
2	Anti-Corruption Action for Sustainable Development - ACASD	Rubirizi
3	Bukedea Poverty Monitoring Association - BUPOMA	Bukedea
4	Church of Uganda-Teso Diocese Planning & Development Office - COU -TEDDO	Teso
5	Community Driven Advocacy for Integrated Development – CODAID-U	Kamuli
6	Community Empowerment for Rural Development - CEFORD	West Nile
7	Community Uplift & Welfare Development - CUWEDE	Nebbi
8	Grassroots Action for Progress - GAP	Iganga
9	Gulu NGO Forum - GDNF	Gulu
10	Kaliro CBMES Group - KAD/COBMES	Kaliro
11	Kanungu Community Efforts for Rural Transformation - KACOERT	Kanungu
12	Katakwi District Monitoring Network	Katakwi
13	Kick Corruption out of Uganda - KICK-U	Kabale
14	Kumi Poverty Monitoring Association - KUPOMA	Kumi
15	Lira NGO Forum - LNF	Lira
16	Moroto Community Initiative and Development- MOCIDE	Moroto
17	Moroto Nakapiripirit Religious Leaders Initiative for Peace - MONARLIP	Karamoja
18	Namutumba - CBMES Group	Namutumba
19	Napak Community Monitoring and Evaluation Network - NAPCOME	Napak
20	Pader NGO Forum - PNF	Pader
21	Rakai Counsellors Association - RACA	Rakai
22	Recreation for Development and Peace - RDP – Uganda	Masindi
23	Rural Action Community Based Organization - RACOBABO	Rakai
24	Soroti Catholic Diocese Integrated Development Organization - SOCADIDO	Teso
25	Tororo Anti-Corruption Coalition - TAC	Tororo
26	Uganda Joint Christian Council - UJCC	Karamoja, Elgon

48 1.11.0 UDN contributed to improved well-being of impact groups through CBMES, Budget literacy and RBA programming

1.10.1 UDN Leveraged RBA Programmes

Across Uganda over the strategic period 2012- 2016, UDN leveraged RBA programming through her respective models

a) CBMES and

b) Budget literacy.

The UDN target of working with civil society groups, local accountability structures and CSO partner networks was achieved across various sub-regions in 13 districts in 2016, with 8 budget literacy trainings alone attended by 281 participants (184 male, 97 female). They acquired new knowledge, skills and tools about social accountability, radio presentation skills, roles and functions of CSOs, oversight committees in Local Government budgeting and fiscal transfer processes in Uganda.

1.11.2 Enhanced Partnership outreach through Radio

■ To broaden community access to timely, user-friendly and credible information that supported local civic advocacy actions, UDN over the strategic implementation period utilized regional radio stations

which broadcast in local dialects through 518 UDN-sponsored platforms⁶, inclusive of 72 regular radio platforms⁷ in 2016. The platforms facilitated discussion, information sharing and dissemination about local accountability and service delivery updates, between rights holders and duty bearers across the sub-regions. The radio outreach and civic engagement strategy

was complementary to trainings for representatives of selected members of CSOs (CBOs and regional NGOs) and local accountability structures/user committees, as well as UDN-sponsored Parish-based listenership clubs. The duo strategy enabled the target group and allies to act as a nucleus towards improved public sector accountability and service delivery outcomes in communities, as seen in some cases further ahead.

■ In total, UDN had refresher trainings (re-tooling) for representatives from 13 districts: CSOs (CBOs and regional NGOs) and local accountability structures / user committees (69 HUMCs, 138 SMCs, 73 Road gangs, 13 DPACs and 105 PDCs). UDN worked with those representatives who then spearheaded communities' Alternative Budget proposals to Government. Some of the proposals were adopted into District and National Budget Framework Papers and Sector investment plans of various Financial Years, registering impact by the end of 2016, with examples given below.

1.12.0 Immediate Impact in Communities

By end of 2016, a total of 321 (189 male, 132 female) from CBOs, local NGOs and Local Government (LG) accountability structures benefited and regularly engaged local authorities that influenced budget priorities/ or followed through with community monitoring of the earlier advocated for projects under the LG budgets, including the following;

1.12.1 SELECTED OUTCOME CASES FROM BUSOGA AND BUKEDI SUB-REGION

Case 1:

Accountability in Youth Livelihood Programme enforced: In Iganga District, the impact of the Youth Livelihood Programme was in some instances not noticed at the district because the youth failed to use the funds properly, which portrayed poor accountability for the funds. A case in point is the Embezzlement of UGX 7.7m by a youth group called Hands of Hope in Bulamagi Sub-county. In November 2015 (FY 2015/16), the group was allocated UGX 7.7m to rear pigs but in the process of setting up the project in March 2016, the Chairperson of the group, Mr. Isabirye Bosco, in collaboration with the sub-county technical staff

withdrew the money from the group's account without consent of ten members and purchased 10 piglets. This action caused misunderstandings among members, who approached Community Based Monitors (CBMs) under Grassroots Action for Progress (GAP) in Iganga for assistance on how to handle the matter considering that the purchased piglets were far less compared to the funds received. In September 2016, they presented this concern to the sub-county leadership and it was discovered that Mr. Isabirye had connived with 2 sub-county technical staff and they shared the money. As a result, a meeting was held and attended by the

CBMs, youth group members, and the sub-county leadership, who resolved that the Chairperson refunds all the group money. The CBMs also forwarded this matter to the Gombolola (Sub-county) Internal Security Officer (GISO). By 5 December 2016, Mr. Isabirye had deposited the first instalment of UGX 2.3m onto the group's account.

Case 2:

Relentless Community efforts yielded results in Kamuli District: Community Driven Advocacy for Integrated Development Uganda (CODAID-U) is one of the organizations that are sub-granted to by UDN. CODAID-U between 2013 and 2016 continued to advocate for the completion of construction of a four-stance latrine in Kinawampere Primary School in Namwendwa Sub-county, Kamuli District. The roof of the pit latrine was blown off by wind in 2013, yet the pupils and teachers continued to use it. The surrounding environment was filled with flies and odour, thus causing a threat to the lives of pupils and teachers. In FY 2014/15, the district allocated UGX 8m for installing of a roof and completion of construction works.

Then the sub-county administrative leadership contracted one Mr. Samwiri Wambuga, who started

construction but abandoned it at ring-beam level because the Namwendwa Senior Accounting Secretary, Mr. Paul Kiyimba, had at that time used the funds for personal reasons instead of paying the contractor. Consequently, CODAID-U with support presented the matter through a district dialogue in 2015. The then LCV Chairperson, Ms. Salamu Musumba, promised to follow up with the Namwendwa Accounting Secretary, Mr. Paul Kiyimba. Three months later, Mr. Kiyimba was sent on three-month leave and later transferred to Kijunywa Sub-county. In July 2016, the district allocated an extra UGX 6m for completion of the pit latrine construction; and in November 2016, construction of the pit latrine was completed and it is in good condition.

(Left) An incomplete pit latrine ; and (Right) the completed pit latrine at Kinawampere Primary School in Namwendwa Sub-county



Case 3:

Local accountability and oversight committees empowered: Lubira Parish, Buyanga Sub-county in Iganga District reported cases where water user committees for three community boreholes regularly collected money from users as contributions to maintain and sustain functionality of the boreholes without ever accounting to the beneficiaries. This is because the service users did not have the knowledge on how to hold the Water User Committee accountable. For example, the treasurers and secretaries were in the habit of sharing the money collected for their personal gain as repairs of the boreholes would be referred to area politicians, including the Member of Parliament for Bugweri Constituency and Bumozzi Primary School

which shared the water source with the community.

Following the joint training of accountability committees with CBMs who were provided with information on their roles and responsibilities, the group led by Damali Nalugoda during their communal monitoring found out that all the boreholes were not functioning. On 10 November 2015 they organized a successful stakeholders' meeting for Bumozzi village borehole where Nalugoda explained to community members the guidelines for the roles of SMCs, WUCs and service users. On 15 March 2016 at Buswaga village, a meeting was held to discuss money amounting to UGX 80,000 which had been embezzled by the Treasurer and Secretary of the WUC. Consequently, the community

of Bumozzi resolved to disband the old committee and elected a new one to manage the borehole and agreed on mechanisms for future repairs to be rotational by village.

The UGX 80,000 for Buswaga village that had been embezzled was recovered and the borehole repaired in April 2016. This intervention empowered community members to be vigilant on accountability and this has improved the management of water sources. It was noted that: *"Calling a meeting is possible but to tell the community what is expected from them is hard because we did not know about the guidelines"*- Nalugodha Mubaraka – member of the Water User Committee, Bumozzi Village in Buyanga Sub-county, Iganga District.

Case 4:

Stolen Health Centre Beddings recovered by TAC-Tororo CBMs: In March 2016, the CBMs working under TAC-Tororo were tipped off by a whistle-blower about two missing mattresses and one bed at Poyameri HC III, in Magoola Sub-county. It was discovered that these items were stolen by a member of the Village Health Team. The CBMs informed the Health In-charge about the matter but he was very protective and uncooperative in the matter and did not take action. The CBMs forwarded the matter to the chairman LCI and the Director District Health Services who picked interest in the case and searched some homesteads near the health facility. In May 2016, the LCI and his Secretary, and the Chairman HUMC recovered one bed and one mattress that were kept in a house at the trading centre for safe custody. TAC-Tororo CBMs

continued to follow up on the two mattresses and one bed whose whereabouts were not known. After reporting to the various authorities and mounting pressure on the In-Charge, he later opened up about the VHT member having stolen the two mattresses and bed. He was instructed to return the items (also see photos below).

A hitherto stolen bed, recovered by TAC-Tororo Community based Monitors, May 2016
Mattress and bed after they were unearthed in one of the trading centre houses, May 2016



1.12.2 SELECTED OUTCOME CASES FROM WEST NILE

Case 5:

Resource mobilization for CSOs enhanced: In West Nile, rights holders from Erussi, Panyimur and Nyaravur sub-counties continued to register more confidence and skills in public accountability and service delivery advocacy. In 2016, they worked more directly under CUWEDE, with relatively reduced technical

backstopping from UDN, with the aim of affording growth of regional NGOs. This was enabled by earlier interventions over the UDN strategic period 2012-2016. For instance, under UDN mentorship, CUWEDE improved her resource mobilization competence, like fundraising from annual income below UGX 10 m in

2013 to a two-year funding grant from USAID/ GAPP-UKAID of UGX 139 m and additional UGX 123 m from Independent Development Fund in 2016. This enabled the organization to service advocacy initiatives of communities in West Nile better, particularly in Nebbi and Zombo districts.

1.12.3 SELECTED OUTCOME CASES FROM TESO SUB-REGION

Case 6:

Completion of Construction - Mukongoro Rural Water Gravity Scheme in 2016: In FY 2007/08, through the Conditional Grants to Kumi District, UGX 450m was allocated by Government for the construction of Mukongoro Rural water Gravity Scheme project. The project was planned to supply clean water to Mukongoro Trading Centre, Mukongoro Township Primary School, Rock Primary School, Mukongoro Health Centre III, Kajamaka Primary School, Mukongoro High School and neighbouring communities. Construction was supposed to be completed within six months. This, however, was not done due to insufficient funds, low

water table and failure to compensate land owners where the water connection was to pass. This led to halting of construction works and at this point, the UDN-supported Kumi Poverty Monitoring Association intervened and reported this community concern to duty bearers at the sub-county and district during dialogue forums. In FY 2010/11, the district allocated UGX 210m for this project and a new contractor, **Komoro Enterprises**, was procured.

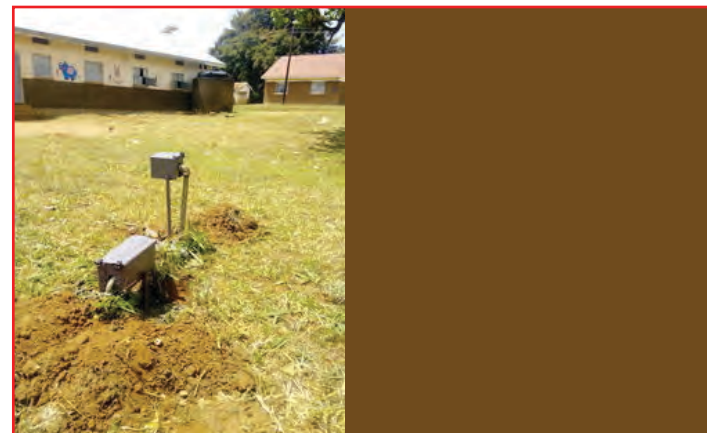
The contractor only dug underneath and abandoned the work half way as well. Kumi Poverty Monitoring

Association continued advocating for completion of this water scheme through the radio talk show at Continental FM as well as presenting advocacy reports to duty bearers and status reports to the Office of the Prime Minister, through the Minister of Teso Affairs. As a result, in FY 2015/16, UGX 85m was allocated by the district for completion of the water scheme. As such, land owners were compensated in March 2016 and Komoro Contractors installed a big water tank on the rock as per the project specifications, thereby completing construction in May 2016. The project was officially launched in June 2016.

*Underground water tank
(Left) and newly installed
Overhead water reservoir
(Right) on Mukongoro Rock,
May 2016*



*(Left) Women drawing water
at Mukongoro market from a
new Mukongoro Water project
completed in 2016; (Right)
A new water connection to
Mukongoro HC III in 2016*



Case 7:

Functionality of the Parish Development Committees (PDCs) enhanced in Kumi District:

The PDCs were non-functional in the sub-counties where UDN supported community empowerment and accountability initiatives. After the UDN training of Local Accountability and Oversight Committees and Community Based Monitors (CBMs) in February 2016, the PDCs of Mukongoro and Atutur sub-counties immediately held a meeting with the District Planning Unit and Office of the Chief Administrative Officer. The

PDCs and CBMs demanded for more responsibility in the planning and budgeting processes in the district and other development activities. As a result, PDCs from the said two sub-counties took on a more active role in quarterly Sub-county and District budget, planning and review meetings. As a result, transport facilitation of PDCs was included in the district budget for FY 2016/17. Mukongoro Sub-county Local Government budget specifically provided for UGX 1,000,000 for continuous mentoring of PDCs and data collection

in FY 2016/17 and UGX 46,841,500 for grading and maintenance of community access roads in Mukongoro Sub-county.

Case 8:**Power Installation at Aparisa P/S School, Amuria:**

After the training of members of local accountability and oversight committees in February 2016, the Chairperson of Aparisa Primary School in Asamuk Sub-county realized that it was their responsibility to

improve and develop school facilities. The Chairperson called for a PTA/ SMC meeting and, among other things, agreed to install power in the two-classroom block constructed by the District in FY 2015/16 at the cost of UGX 109m. As a result of the SMC meetings,

parents were mobilized to contribute UGX 5,000 each and a total of UGX 970,000 was raised, which was used to install power at Aparisa Primary School in April 2016.

Case 9:**UDN-supported local accountability structures and CBO come of age:**

In Amuria District, the UDN-supported local accountability structures and CBO-ADDIF had earlier successfully influenced health sector priorities including renovation of the Alito HC

II an Out-Patient building and the general ward at Obalanga HC III (both in Obalanga Sub-county). By end of 2016, the renovations at Obalanga HC III had commenced, with involvement and scrutiny of both the Health Unit Management Committee and ADDIF

members to ensure accountability and value for money (thus contributing to DGF Output Indicator 3.1.3 and 3.1).

1.12.4 SELECTED OUTCOME CASES FROM KARAMOJA SUB-REGION**Case 10:****Additional funds for the construction of 2 extra dormitories allocated for KDA Primary School:**

Supported by UDN, the Community Based Monitors (CBMs) in Rupa Sub-county, Moroto District, consistently presented their monitoring reports and demanded action from the district and sub-county leaderships about the limited facilities at Karamoja

Development Agency (KDA) Primary School. In FY 2015/2016, the district through the office of the CAO allocated additional funds for the construction of two extra dormitories (one for boys and one for girls) at KDA. The construction project was completed and commissioned in April 2016. Besides, a five-stance pit latrine block was constructed and was being used

by end of 2016 (also see a letter from the CBMs to the local leaders). School enrolment has since been boosted in view of improved accommodation for both boys and girls in the school, and this has also boosted completion and retention rates at the school since more pupils now stay within school.

A LETTER FROM COMMUNITY BASED
MONITORS TO DUTY BEARERS,
dated 10th September 2014, with results
achieved in 2016

Rupa S County

10/09/2014

To THE Sub County
CHIEF - RUPA
Moroto District

Delivered on
11th Sept. 2014

Dear Madam,

URGENT ACTION NEEDED AT K.D.A PLs

We the Community Based Monitors of Rupa S County
would like to inform your office that K.D.A PLs
(Karamoja Development Agency)

Education Services are being greatly hampered
and not to the expectation of community and pupils,
due to the fact that the dormitories for the pupils
are few and in adequate.

Similarly there is also need to allocate another
P/d latrine to the school as well.

This is therefore negatively affecting conducive
environment for the pupils both girls and boys to
study well.

We urge you to please take up this matter
as an emergency case and allocate more
dormitories for K.D.A PLs.

Thank you for

—/our Co-ordinator Karamoja

Case 11:

First water source since 1962 put up in 2016 in Ngoleriet district (after CBMs intervened): In 2014, Community Based Monitors (CBMs) in Napak District, Ngoleriet Sub-county, visited Longariama village in Nawaikorot Parish. The CBMs established that since Uganda's independence on 9 October 1962, the village had never had any access to a clean water source. To this end, community members for decades shared a dirty pool of water with animals. In July 2014, nevertheless,

this community concern was presented by the Community Based Monitors to Local Government officials through the District and Sub-county dialogues (Barazas). Government committed to work with the CSOs and CBMs in funding a water project in Longariama village. Through various reminders and pressure by CBMs and other stakeholders in 2015, the District successfully lobbied Save the Children, and in April 2016 a 3,000-litre water tank project was

undertaken. With water pumped from underground into a storage tank to the water pipes en route to communities, the water project was commissioned in July 2016. This registered improved access to clean and safe water for the community, where reduced incidence of waterborne diseases was being recorded by the end of 2016.

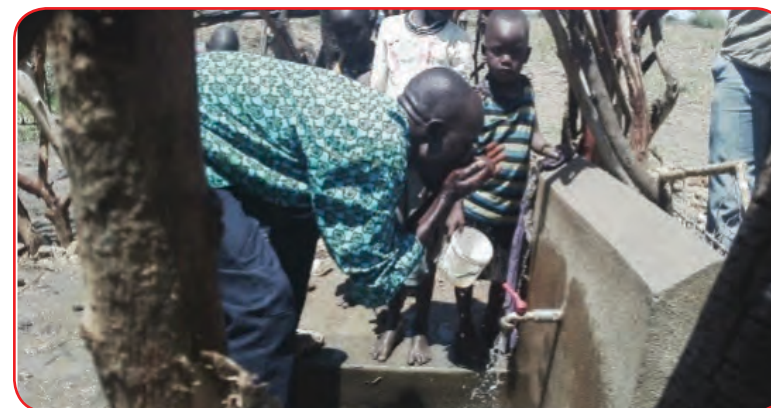


Community members drink water from a dirty pool before CBMs raised the issue with Government in Napak District in 2014 and 2015



Newly commissioned clean community water project in Longariama village, Nawaikorot Parish, Ngoleriet Sub-county, Napak District

Community members taste a drop of clean water in Longariama village, Nawaikorot Parish, Ngoleriet Sub-county, with support from Save the Children and Napak LG, after the UDN-mentored Community Based Monitors spearheaded the advocacy on the lack of clean water between 2014 and 2016.



1.12.5 SELECTED OUTCOME CASES FROM KIGEZI SUB-REGION

Case 12:

Respective Water User committees established in Kanungu District: The UDN-supported local accountability structures and CBO-KACOERT had earlier successfully influenced improvement of community water points, coupled with the establishment and training of their respective Water User Committees (WUCs) through the FY

2016/17 budget priorities including a) Safari Spring in Rutenga Sub-county b) Mushunga Spring in Kambuga Sub-county c) Rubimbwa Spring in Kihikihi Sub-county and d) construction of two communal rain-water harvesting systems for marginalized and water-stressed communities in Katiba Parish in Bwindi. The Community Based Monitors, working

closely with the District and Sub-county authorities, had by the end of 2016 constituted members of the WUCs for the following water projects that were to commence soon: Mushunga Spring, Rubimbwa Spring and one communal rain-water harvesting project in Katiba Parish, Bwindi.

Case 13:

Health Sector Anomalies in Kanungu addressed with State House HMU backup: UDN's local partner (KACOERT) liaised with the Health Service Delivery Monitoring Unit (HSDMU) under the President's Office and mobilized like-minded organizations that discussed and followed up on issues concerning health services in Kanungu District. Again, KACOERT in collaboration with State House Health Service Delivery Monitoring Unit held a meeting

attended by the CAO, DHO, religious leaders, In-Charge and community members on 12 October 2016, over Health Sector anomalies. Some of the issues presented by KACOERT were: absenteeism of medical personnel and expired drugs in health facilities. Other issues were the mismatch of National Medical Store (NMS) drug deliveries with district orders; shortages and recurrent stock out of essential medicines like malaria drugs; inadequate medical

supervision and illegal operation of medical facilities. Mr. Jones Kanyeihamba (Deputy CAO, Kanungu District LG) together with the DHO, Dr Mali Karungi, appreciated UDN Community Based Monitors and KACOERT for having presented the same issues during the district dialogue held in August 2016.

CASE 14:

New classroom at Ntabagwe Primary School in Kanungu constructed: Following regular community monitoring work and advocacy in Kanyantorogo S/C in Kanungu District, the Coordinator of KACOERT wrote an article in the *New Vision* of Wednesday, 5 November 2014. KACOERT continued to organize

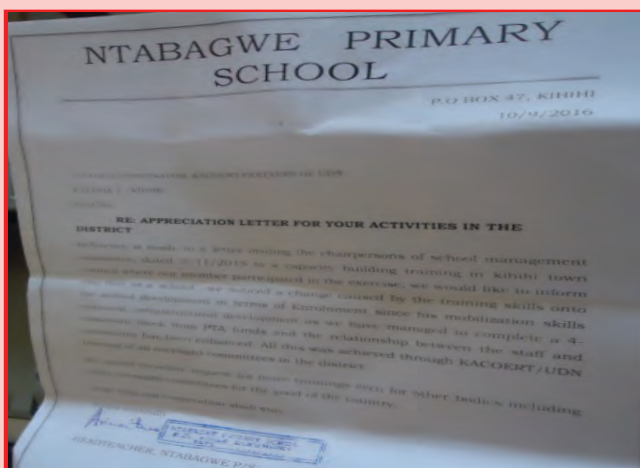
dialogues and sensitization of stakeholders on radio using the community radio programmes. As a result, on 11 May 2015, KACOERT participated in a PTA general meeting at Ntabagwe Primary School and sensitized the key stakeholders on their roles and responsibilities in education service delivery. Parents

then resolved to start constructing a classroom block on their own through PTA fund contributions, provision of local materials and labour. By the end of 2016, a new classroom block had been constructed at Ntabagwe Primary School.



An article by KACOERT on Kanungu Schools in New Vision newspaper , 5 November 2014

On 10 September 2016, the Head teacher of Ntabagwe Primary School in Kanungu District wrote a letter of appreciation of KACOERT and UDN advocacy activities in the Education sector, highlighting what the school had so far achieved (see communication below).



A dilapidated structure at Ntabagwe Primary School, earlier in 2014 and 2015



Above: An advocacy journey from 2014 resulted into a new classroom block at Ntabagwe Primary School, Kanungu District, in 2016

Left: Letter of appreciation from the Head teacher of Ntabagwe Primary School dated 10 September 2016, delivered to UDN and KACOERT in supporting community empowerment efforts and Education sector advocacy in Kanungu District

1.12.6 SELECTED OUTCOME CASES FROM NKOLE SUB-REGION

Case 15

In Rubirizi District, students drop-out had reduced from 200 in earlier years to 50 termly by end of 2016 (FY 201/17) due to massive sensitization, including where members of the UDN-supported local accountability structures and CBO- ACASD, accompanied Government officials from Education and Community Based Services Departments for community sensitization meetings in the District.

Case 16

In Rubirizi District, members of the UDN-supported local accountability structures and CBO- ACASD, monitored the PHC funds of Government 1st quarter releases (July-Sept.) for FY 2016/17 and ascertained that the Health sector had achieved over 76% immunization of 1,823 children with Pentavalent vaccine. The said supported members and structures have continued to be active in tracking public resources and advocacy that all health facilities in the district have functional fridges and receive timely PHC funds.

Case 17

UDN-KACOERT partnership with local accountability structures yields good fruits: In Kanungu District, out of an overall 268Km Feeder roads under routine maintenance, the members of the UDN-supported local accountability structures and CBO- KACOERT based on the earlier influence of the FY 2016/17 budget priorities and had by end of 2016 contributed to rejuvenation of Road Gangs (community members organized as labourers for road contracts) involvement and monitored sections of the 16.3Km Kazuru-Ahamuhingo-Masya-Kanungu that links Kanungu Town council to

Kirima sub county, the 7.9km Karambi-Kanyashogy (Mpungu sub-county) and the 16.8km Kyeijanga - Nyamigoye (linking Kirima and Kanyantorogo sub-counties). The monitored sections were in good usable condition, thus strengthening community participation,

improved local transport network, accountability and service delivery.

1.13.0 CSO-Local and Central Government linkages enhanced for an improved public sector service delivery framework

In 2016, UDN in partnership with CBOs, local NGOs and networks enhanced their collaboration with Government and organized 9 district dialogues (Barazas, DIPFs or feedback meetings), through the following key institutions: Lower and Higher Local Governments, Office of the Prime Minister (OPM), Office of the President, PPDA and sector ministries. Over the strategic period 2012- 2016, the modus operandi of the Barazas⁸ approach that was pioneered

by UDN in Uganda in the 1990s became one of the most sought-after accountability strategies available to citizens, specifics in or format notwithstanding.

□ Having benchmarked with UDN application between 2006 and 2008, *Barazas* were adopted by Government of Uganda in 2009 and implemented to-date and had also become a source of inspiration, research and academia by end of 2016; thus UDN has contrib-

uted to the body of knowledge beyond Uganda. Moreover, the collaboration enhanced CSOs-Local and Central Government linkages that registered acknowledgement in coordination which improved public sector service delivery framework in Uganda, including the Government-led NIMES.⁹

□ By the end of 2016, UDN had cemented her working partnership with local governments and major local development stakeholders through joint planning, monitoring of Government projects and other joint interventions, including *Barazas*. For instance, Amuria District Local Government officially acknowledged¹⁰ the work and contribution of UDN and her supported CBOs, ¹¹ as well as other actors like Teso Anti-Corruption and Public Affairs Centre.

□ A total of 11,716 people (7,033 men and 4,683 women) were supported by UDN and participated in dialogues over the 2012-2016 UDN strategic period of implementation. On the whole, there was registered improvement in citizens' vigilance and participation (such as numerical attendance by sex), coupled with quantity and quality of issues raised. In 2016 alone, nine District *Barazas* in Moroto, Kumi, Pallisa, Tororo, Kanungu, Napak, Katakwi, Amuria, Bukedea were attended by 648 people.¹² Table 1 next gives a highlight on attendance and issues raised, accordingly.



Minister of Teso Affairs, Hon. Christine Apuru Amongin, addressing community members and duty bearers during the Katakwi District Baraza co-supported by UDN, May 2016

Table 1: Highlight on Barazas jointly convened by UDN, Government and regional CSOs over the UDN 2012-2016 strategic period of implementation

	No. of sub-county dialogues	No. of District dialogues	Attendance of District dialogues by sex		No. of issues raised	No. of issues acted upon/ response/ action by Government (Local or National)
Year			Male	Female		
2016		9	407	241	442	✓ 41
2015	29	8	1,335	825	456	✓ 39
2014	33	10	1591	612	298	✓ 63
2013	40	10	1616	1084	309	✓ 54
2012	57	12	2084	1921	511	✓ 61
Total	<u>159</u>	<u>49</u>	<u>7,033</u>	<u>4,683</u>	<u>2,016</u>	✓ 258

□ In 2016, at least 326 public service delivery and accountability issues were reported by UDN and UDN-supported CBOs to Local and Central governments. This included the case where a Manager of a SACCO in Kanungu District embezzled UGX 2 m that was earlier advanced by Government through the Micro Finance Support Centre. Having exhausted the local options, both KAKOERT (a Kanungu-based UDN local partner) and UDN reported the case at national level to the Directorate of Ethics and Integrity (DEI) which by the end of 2016 was in liaison with the Director of Public Prosecutions to expedite the process of prosecuting the case that had hitherto stalled. Both KAKOERT and UDN will follow up the matter in the next implementation period.

□ Moreover, under linkages with Central Government and appreciation of UDN's regular contribution to the public sector arena through OPM Units: M&E, Barazas and Service Delivery all under OPM, UDN was adopted onto the membership of the Government-led Public Sector Management Committee chaired by OPM in 2016. In addition, the CSOs' Proposal for the rejuvenation of Barazas resulted in a Government promise for Monthly Baraza forums hosted by OPM, which UDN will follow through the next implementation period.



Left: UDN team meets PPDA to discuss LG procurement concerns for follow up, November 2016.

Right: UDN holds feedback meeting to share local service delivery concerns and action with an M&E team at OPM led by Asst. Commissioner M&E, Mr. Timothy Lubanga in October 2016



1.14.0 UDN piloted the District

Peer Review Mechanism (DPRM) in Teso and Kigezi sub-regions

Along the accountability continuum and mechanisms, UDN together with partners in Kigezi (Kanungu, Kisoro and Kabale districts), Teso (Amuria and Katakwi Districts) and Karamoja (Napak district) piloted the DPRM in 2016, to deepen citizens' participation,

local accountability and service delivery outcomes in Uganda. This has not only internally evolved through the learning under the CBMES model but also coined alongside the learning from the NEPAD African Peer Review Mechanism on democratic accountability. It

was also informed by earlier UDN learning from the pre-testing of the regional dialogues involving five districts in greater Bushenyi and five districts in Busoga sub-regions between 2013 and 2014. Anchored on participation of Government institutions, the hybrid DPRM whose piloting commenced in 2016 had by end of the year met good reception in the sub-regions. Documentation of the learning will be during the next implementation period.

1.15.0 Weeding out Corruption from NUSAF Projects through Community Monitoring Empowerment

In 2014, UDN entered a relationship with Inspectorate of Government (IG) in a pilot engagement to promote Transparency, Accountability and Anti-Corruption (TAAC) by empowering World Bank-funded NUSAF 2 project beneficiaries with Social Accountability and Community Monitoring (SACM) skills. Between 2014 and 2016 UDN coordinated 10 CSOs to mobilize and train 6,516 men and women organized in 724 Community Monitoring Groups to follow up government programmes, especially NUSAF 2 projects, to ensure transparency and accountability in the utilization of allocated resources in their respective areas. As a result of this intervention, there was increased accountability

for resources invested, and the projects were relatively more successful compared to areas where UDN and partners never reached. On aggregate, NUSAF 2 was rated as much more successful than NUSAF 1 where there were many projects that completely failed and, in many instances, there were only signposts without any achievement on the ground. Due to the success of the SACM pilot project, UDN was requested by IG to submit a design document for the successor intervention - namely Community Responsibility to Enhance Transparency and Accountability (CRETA) under NUSAF 3.

UDN team led by Executive Director, Mr Patrick Tumwebaze (extreme right) had a meeting with a team from Kick Corruption out of Kigezi (KICK) on a partnership on District Peer Review Mechanism (DPRM) and Local Government buy-in, 3 to 8 November 2016, Kabale, Uganda





I.16.0 ADVOCACY FOR BETTER HEALTH

1.16.1 ABH FOR LOCAL GOVERNMENT ENHANCED

From 2014 to 2016 UDN was implementing the Advocacy for Better Health (ABH) project in Kumi and Pallisa districts. During that period, 32 Community Health Advocacy Champions, 4 Media Champions, Change Agents and 16 CBOs were trained and facilitated to regularly engage duty bearers on health issues of their concern and demand for better services. As a result, the following was achieved:

❑ ***The functionality of Health User Management Committees (HUMCs):*** HUMCs were revitalized to perform their regular monitoring role at 5 Health Centres (Ongino, Mukongoro and Kumi HCs in Kumi; Gogonyo and Kibale HCs in Pallisa).

❑ ***Regular attendance of health workers to patients -*** There was reduction of absenteeism of health workers at six HC IIIIs and 2 District Hospitals from 40% which was the case at the time of conducting the baseline in 2014 to less than 10% in June 2016.

❑ ***Fewer cases of expiry of medicines and stock out of essential health medicines*** and commodities at health centres in 16 out of 26 sub-counties in the ABH project area.

❑ ***The trained resource persons were strengthened to take on leadership roles*** for the transformation of their communities. For example, Lady Advocacy Champion, Ms. Jane Frances Atuko from Odusai Parish, Agule, used UDN empowerment as a springboard to become LC 3 Chairperson and thereafter caused allocation of a budget for the construction of a kitchen for maternity, a latrine for health workers and extension

of electric power to Agule Health Centre. (See detailed Case Change story below).

Following the reorganization of the ABH project and a bilateral meeting between UDN and PATH management teams, UDN changed to national partner status and passed on Kumi and Pallisa ABH responsibilities to another partner – MAFOC. UDN was charged to do national-level advocacy for budget allocation as well as tracking aspects of transparency and accountability for resources and commodities in four thematic areas – Malaria, HIV/AIDS, Family Planning, and Maternal and Child Health. With effect from 2017, therefore, UDN will have advocacy partnership engagements for increased budget allocation and availability of essential life-saving medicines and commodities, especially for Maternal and Child Health, Malaria and Family Planning at all health centres in 35 ABH project districts.

1.16.2 CASE CHANGE:

Advocacy Champions Bring Light to Agule Health Centre, Pallisa District

Ms. Jane Frances Atuko from Odusai Parish, Agule Sub-county in Pallisa District, was among the Advocacy Champions and local community group representatives who were trained to ***“advance community priorities for improved health and social services”*** under the Advocacy for Better Health project.

UDN, through Advocacy for Better Health Project, trained 32 Advocacy Champions and local community group representatives in Pallisa and Kumi. The objective was ***“for the trainees to advance community priorities for improved health and social services”***.

One of the Community action plans resulting from the training for participants from Agule Sub-county was to improve services that had been very poor at

Agule Health Centre III. After the training, the advocacy champions visited the HC, assessed the situation and documented the evidence. They established some issues related to inadequate equipment and service delivery. They presented evidence of service delivery gaps to the Sub-county Council meetings and demanded for action. Gaps identified and documented included lack of a cooking place for caretakers of women who were coming to the health centre to deliver; absenteeism of staff due to distant places of abode as there was no accommodation nearby; and lack of power for the centre.

Council responded to the issues presented by the champions. In the FY 2016/17 budget, they included

the extension of power to the health centre, construction of a modest kitchen for caretakers of maternity clients, and provision of space for accommodating 2 staff that had been staying far and thus not attending to patients regularly. The council realized that much as some money had been budgeted for construction of a VIP latrine, the existing one could still serve for another 2 years; hence they reallocated the budget to power installation, since the pole service was close and the budget was within their scope.

Due to the reactive ability of the champions, one of the advocacy champions (Ms. Jane Frances Otuke) was elected to the post of LC3 Chairperson of Agule Sub-county.



Left: UDN's Moses Okoed during a post-training follow-up meeting with Advocacy Champions in Apopong Sub-county, Pallisa District.



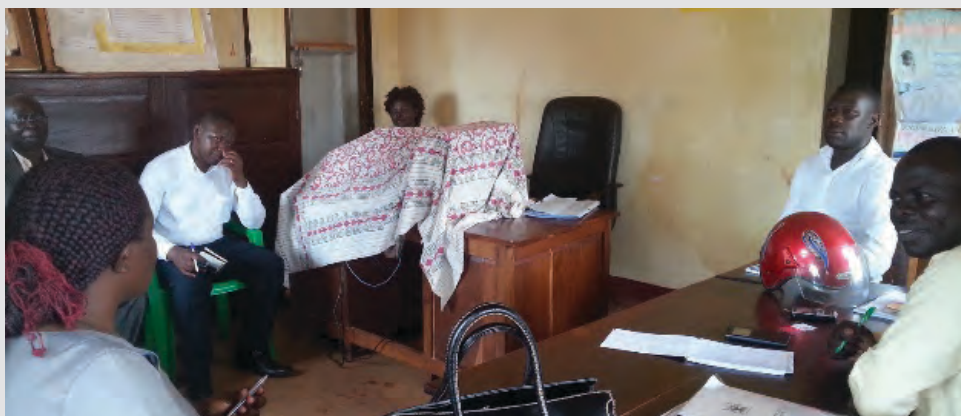
Right: Advocacy Champions After a Health Advocacy Training at Continental Hotel, Pallisa District, 2014.

02 Wiring and installation of electricity Power to Agule Health Centre	Morukokume Angarom	DDEG	8,000,000
III construction and fencing of the abbarior	Morukokume Angarom	DDEG	8,000,000
04 Procurement and supply of maize improved seeds to farmers	Morukokume All Villages in the Odusai sub-county and Okunguro	DDEG	10,080,000
Taping and wiring of electricity power to Agule s/county Administration block	Morukokume Angarom	DDEG	3,600,000

Screenshot of Agule Sub-county FY 2016/17 Budget in SAS¹ Office, taken in 2016 during a field monitoring visit, showing allocations including UGX 8,000,000 for Agule HC III.



L-R: UDN's Moses Okoed, LC3 Chairperson / Advocacy Champion, Jane Frances, Health Centre In-charge, UDN's Timothy Opolot and Agule HUMC Chairperson Charles Okiria during a monitoring visit.



UDN, PATH, MAFOC and PATH team in the office of the Agule S/C Senior Assistant Secretary (SAS – Right). Centre background is LC# Chair Jane. Note sub county budget for FY 2017 displayed high on the walls.



L_R: Agule S/C Chair Jane, HUMC Chair Charles Okiria and UDN's QAM Gilbert standing next to the temporary Kitchen advocated for by Agule S/C Advocacy Champions. In the background is the Maternity Wing of the HC.

1.17.0 Strategic inter-networking and collaboration enhanced

As a mechanism of solidifying her Social Accountability efforts, UDN also participated in regional and national network meetings such as:

1.17.1 COPASAH

■ The Community of Practitioners on Accountability and Social Action in Health (COPASAH) East and

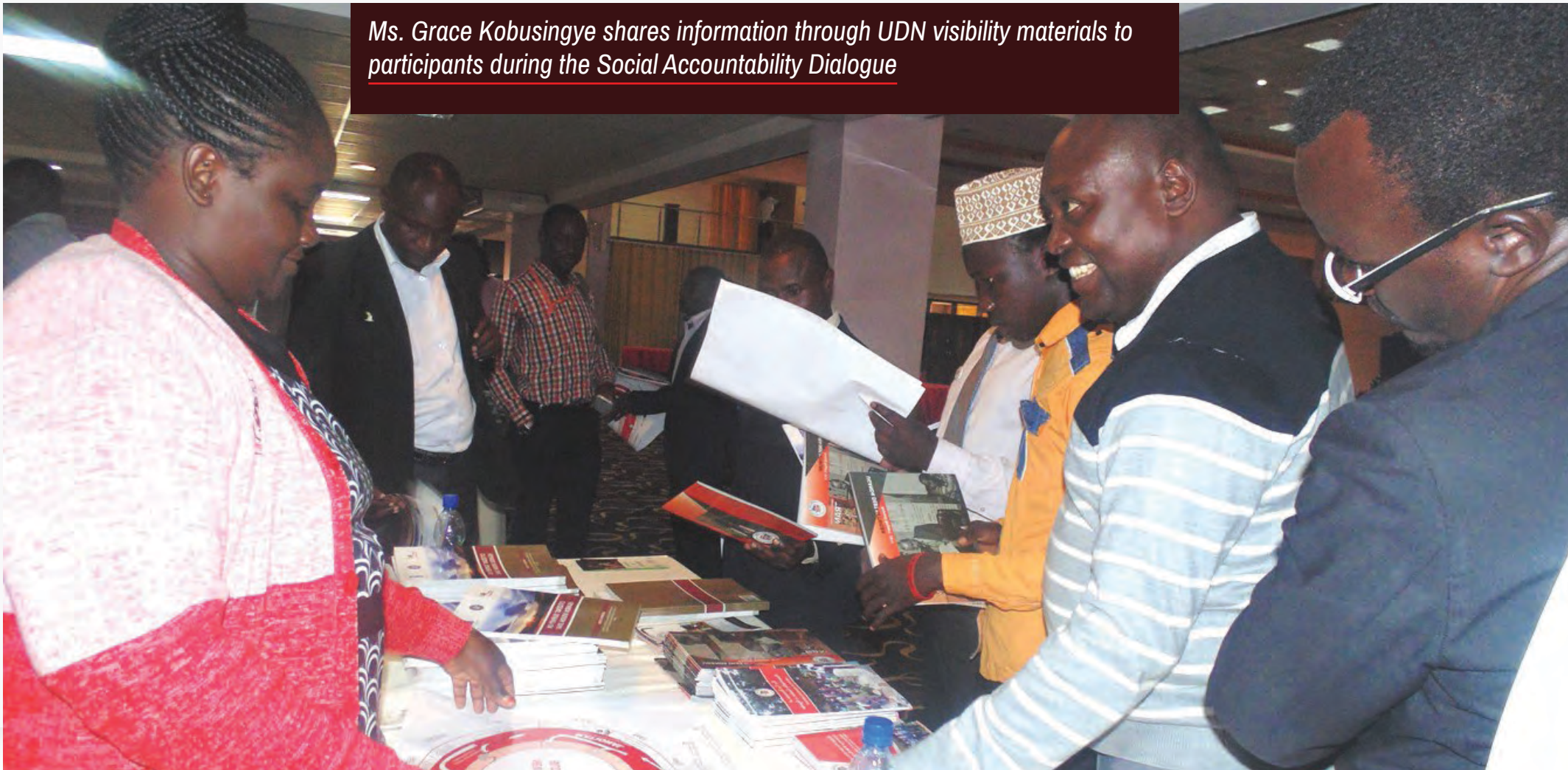
Southern Africa (ESA) Regional Strengthening meeting held in July 2016 hosted by Uganda National Health Users/ "Consumers" Organization (UNHCO). The meeting enhanced learning of social accountability practices, capacity building and knowledge sharing on various accountability methodologies including the CBMES model. The meeting resolved to develop a regional knowledge thematic hub based on sector focus and a joint CSO proposal was developed and submitted

to the Hewitt Foundation to support the growth of local accountability knowledge for advocacy.

■ Meeting on the Global standard for CSO Accountability in relation to the shrinking civic space organized by CIVICUS/ QUAM and Global Standard.

■ Social Accountability Forum organized by World Vision International. National Actors in Social Accountability showcased some of their achievements and UDN was a panelist.

Ms. Grace Kobusingye shares information through UDN visibility materials to participants during the Social Accountability Dialogue



Programme Area

3

INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT

Strategic Objective 3: **Consolidating UDN's Institutional Capacity to sustainably deliver on its mandate**

Ambassador Gabriel Kagwagye addressing the audience during UDN AGM at Hotel Africana, 29 April 2016.

1.18.0 Institutional Governance and Accountability

1.18.1 BOARD MEETINGS HELD

This year being the last of the SAPP 2012-16, the Board was even more than before instrumental in shaping the strategic direction of the organization in building the Transitional Bridge to the new SAPP 2017 – 21. Three scheduled full Board and eleven Board Committee meetings were held. Issues handled during these meetings include: review of UDN policy documents, donor reports, work plan and budget for the year 2016. With contracts of staff expiring with the outgoing SAPP, the Board also took lead in highly engaging schedules of appraisal and recruitment of senior and middle management staff as a team to implement the new SAPP.

1.18.2 ANNUAL GENERAL MEETING (AGM) HELD

A one-day elective Annual General Meeting was held, attended by 100 people compared to 90 members in 2015. The AGM updated stakeholders about the status of implementation of UDN programmes and served as an accountability platform to members.

1.18.3 IMPROVED FINANCIAL AND ACCOUNTING SYSTEMS AND ANNUAL AUDIT PROCESSES

An independent external team conducted a comprehensive audit of the year ending 31 December 2016. The emergent audit report was unqualified and it depicted UDN as having sound financial management practices. The audited accounts were presented to UDN members and stakeholders to inform them on the financial standing of the organization and the effectiveness of its accountability system. The Pastel software was updated for improved reporting, updates and financial monitoring of the organization.

1.18.4 JOINT ANNUAL REVIEW AND FINAL SAPP 2012-16 EVALUATION EXERCISE

A 2016 Joint Annual Review (JAR) exercise was carried out and a report produced for organizational learning. A terminal SAPP 2012-2016 evaluation was also undertaken. The lessons from the two exercises greatly informed the process of developing the successor SAPP 2017-21.



Top Left: UDN staff and Board members in a group photos with representatives of her partners during a Donors' Conference at Fairway Hotel, April 2016.

Above: UDN Staff and Board members in the SAPP 2017—21 Consultative meeting at Nob View Hotel in April 2016.

Top Right: Participants in the regional SAPP 2017 – 21 consultative meeting at NBK Hotel, Mbarara in April 2016.



1.18.5 ENHANCED PROGRAMME MANAGEMENT CAPACITY

Staff participated in capacity development trainings both internally arranged and those organized by partners where UDN was invited.

These include HR training, M&E, Advocacy, customer care and fundraising. There were also a number of customized trainings led by UDN's development partners in which cumulatively 8 staff benefitted.

Trainings	staff that attended
HR & Supervisory training	HR Assistant, QAUM
Monitoring and Evaluation Learning training	Monitoring and Evaluation Assistant
Advocacy training	Capacity Building Assistant, QAUM
Customer Care training	Administrative Assistant

1.19.0 CROSS CUTTING

AREAS IN 2016

1.19.1 Gender mainstreaming:

Throughout the reporting period, UDN adhered to her gender mainstreaming policy. In all outreaches, deliberate efforts were made to balance the representation of male and female target groups, both as community resource persons to represent UDN at various forums and as beneficiaries of such programmes as trainings, appearance on media and monitoring work. Data collection and reporting tools were also gender conscious and balanced. Emphasis was put on inclusion and involvement of marginalized categories of people including youth, women and PWDs.

1.19.2 Interested Groups and Youths

UDN continued to take deliberate effort to engage and involve the women, youth and PWDs as a special interest group in programming and implementation of its activities by targeting youth and women during mobilization of stakeholders to participate in UDN activities who have been very vocal and articulate on issues of young people including youth organizations at local and national level.

1.19.3 Raising Issues of Inequality Across UDN

Although UDN is determined to increase gender awareness in her constituencies, it was observed that Local Governments do not plan or budget for any gender related needs. Duty bearers are aware of the different needs and responsibilities of women and men but do not demonstrate any measures to bridge the gap of gender inequity and inequality during service delivery. The provision of platforms to discuss service delivery concerns between duty bearers and beneficiaries has showed increment of women participation and representation, and their level of articulation of their concerns. Continues to improve despite the traditional cultural practices that still hinder women from expressing themselves.

1.20.0 CHALLENGES, LESSONS AND NEXT STEPS:

Overall, there is improved Government responsiveness to CSOs policy and programming proposal and widened accountability to citizens. Despite significant achievements over the previous years and 2015, the following challenges still obtain and lessons have emerged:

- Sustaining community budget advocacy, accountability and service delivery initiatives remains challenged given the cost for citizens' groups to participate effectively. UDN will continue to nurture community civic groups and link them to Government planning, budget processes and performance reviews, to improve community participation.

- Even with improved Government responsiveness to policy dialogue and options by CSOs, ensuring that UDN/CS policy proposals and recommendations are adopted within a given year remains a challenge. Given the nature of advocacy, the slow adoption and change in policy implies that outcome results are oftentimes only modest. Even so, UDN will continue to engage policymakers on a continuous basis to influence Government actions at local and national levels.

- UDN experienced shrinking Civil Society operating environment due to constant threats from the State agencies against activities relating to good governance, accountability and service

delivery advocacy. This also relates to the restrictive policy and legislative frameworks, such as the Public Order Management Act (POMA) and NGO Bill 2015. UDN has since improved networking and communication with offices of RDCs and the Police to alleviate potential friction and streamline working relationships.

- The cost of producing and printing our information materials continues to be high which impacts on the level of outreach of disseminated materials. For instance, UDN would have desired to translate more anti-corruption information materials including posters and charts into at least two local languages for wider outreach and dissemination. UDN will continue to engage in resource mobilization and fundraising, while leveraging e-communication where relevant, to bridge the resources gap.

- Although engagement with the media as a strategy for advocacy and creation of public

awareness is effective, it remains costly and UDN will continue to explore other communicating avenues including social media, which has of recent proved to be cost-effective and broad in coverage, despite the drawback of being more elitist.

- Effective documentation of programme results to reflect UDN and local partners' impact contribution for each of the specific community civic groups (e.g. Youths, PWDs, private sector associations, CBOs, local NGOs, rural women) we facilitate still manifests some gaps. Through expert outsourcing and internal capacity building, UDN will continue to improve her impact documentation capacity. UDN has prioritized strengthening of the M&E function, by having an Officer partly designated to handle this aspect and also regularly update M&E tools in place.

- UDN has increasingly registered more impressive results through collaboration, drawing on synergy and collective advocacy. As such, UDN will continue to have strategic partnerships with Government institutions, private institutions and CSOs at local and national levels.

1.21.0 NEXT STEPS: KEY PRIORITIES IN 2017

Drawing from the challenges and lessons as highlighted above and the final year of SAPP 2012-2016, UDN will in 2016 mainly focus on consolidation and documentation through the following areas:

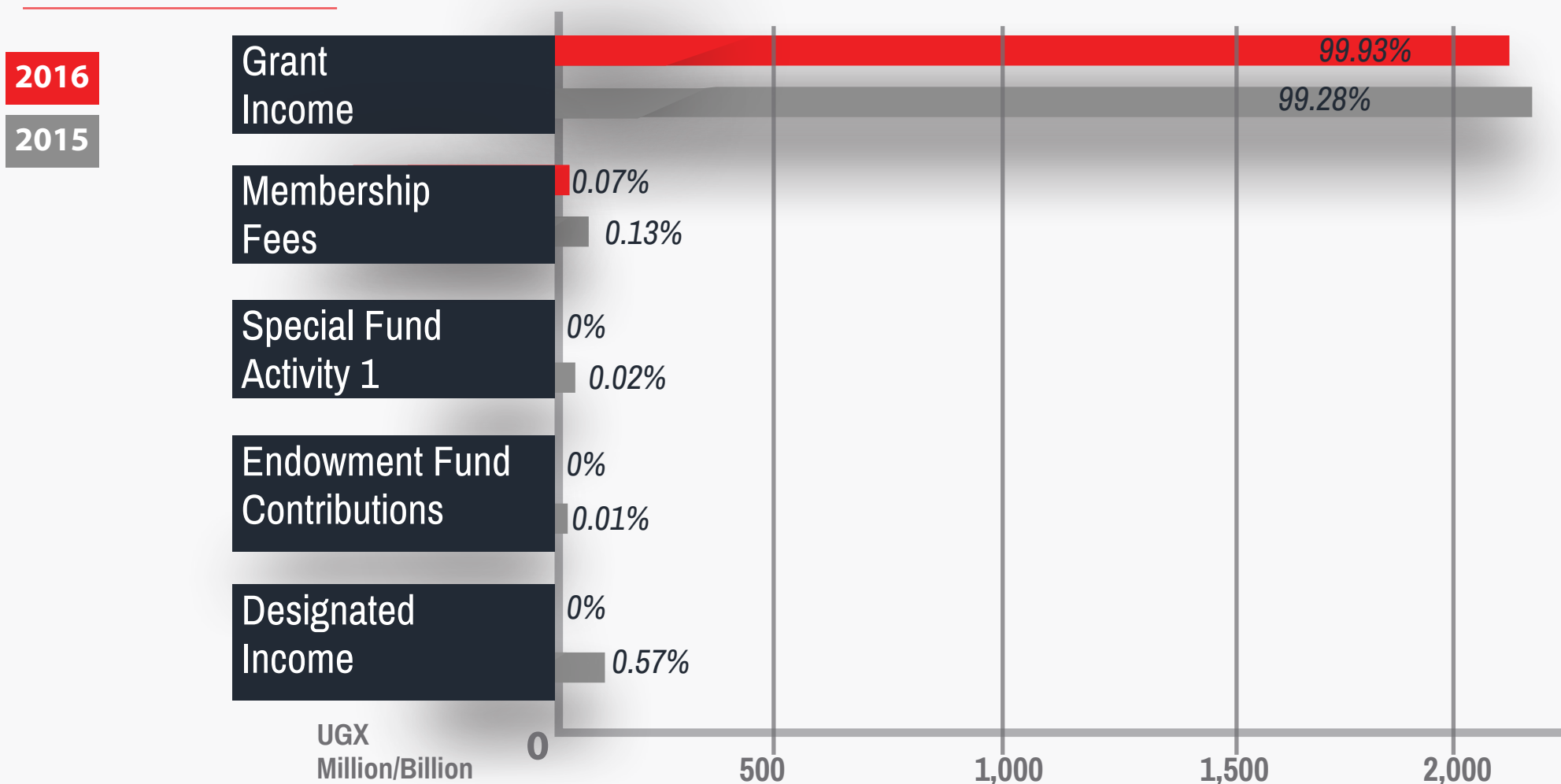
- └ Developing and launching the new UDN Strategic Programme and Plan (SAPP 2017-2021) and resource mobilization.
- └ Citizens' participation in greater Accountability advocacy and performance assessment of Debt and other Government resources, targeting: Parliament, MoFPED, Sector Working Groups, Local Government Finance Commission, Office of the Prime Minister, Ministry of Public Service, Development Partners to Uganda and the IMF.
- └ Scale up debt-focussed discourse in the public limelight and policy arena, and broaden it to include EAC comparative mechanisms on prudent Debt Management.
- └ Policy advocacy around inclusive rural financial services for poverty reduction – Microfinance Bill and 4-Tier aspects of the Financial Institutions' legal framework
- └ Impact documentation based on implementation of the UDN flagship CBMES, Budget literacy and FOLD models.
- └ Consolidating local accountability oversight committees – CSOs collaboration, District Technical Planning Committees and CBOs/ local NGOs – on local accountability and service delivery; regional and national-level advocacy on national Budget priorities for FY 2016/17.

└ Impact documentation

[\(Footnotes\)](#)

1.22.0 ORGANISATIONAL FINANCIAL PERFORMANCE IN 2017

Funds we recieved

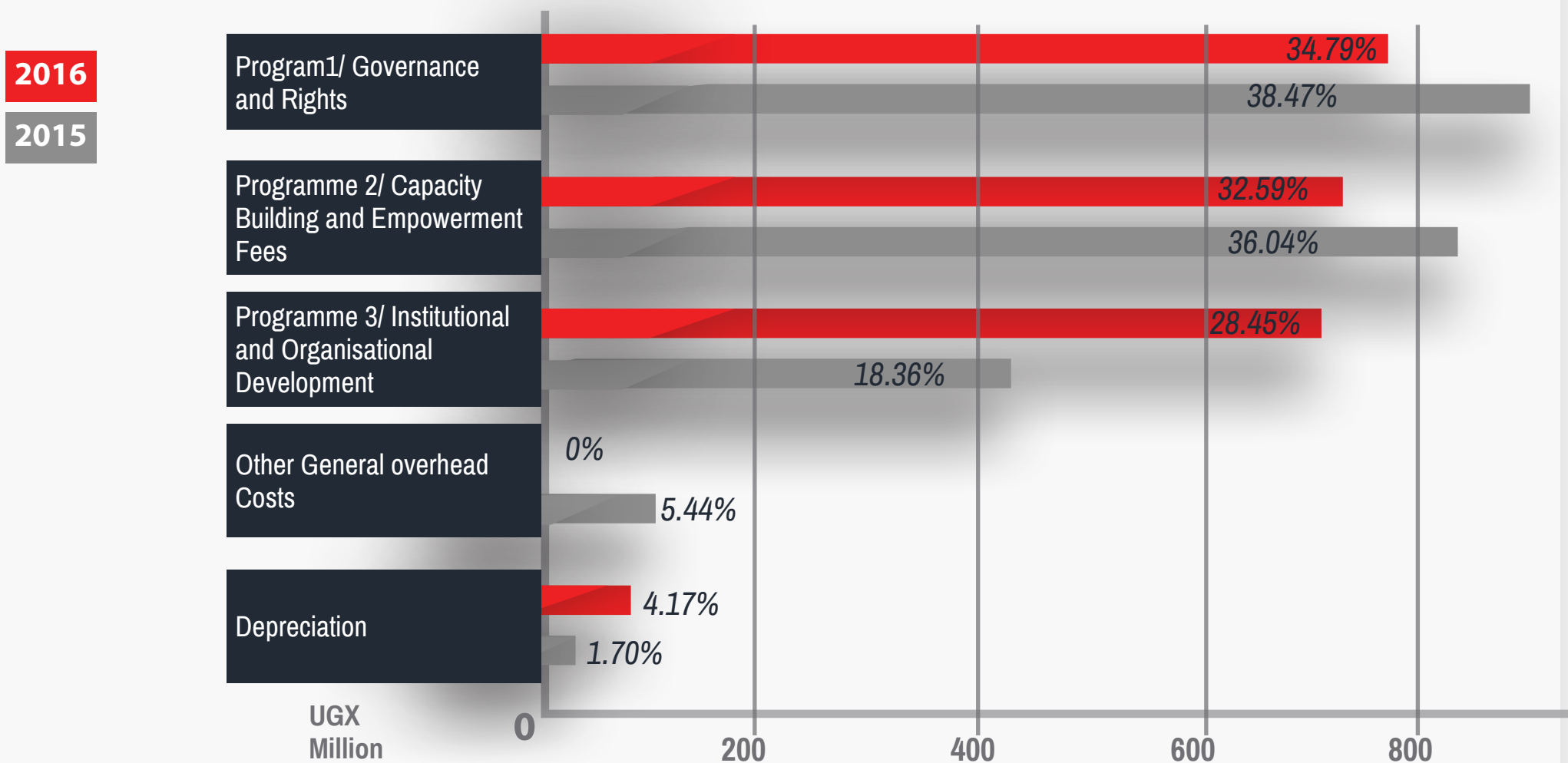


Total Income
2016 and 2015

2,322,429,955

2,357,779,419

How we allocated the funds



Total Expenditure
2016 and 2015

2,226,974,191

2,315,733,349

*Uganda Debt Network**Report and Financial Statements for the year ended December 31, 2016.***STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2016**

	Notes	2016 UGX	2015 UGX
INCOME			
Grant Income	7	2,320,891,955	2,340,802,080
Membership Fees		1,538,000	3,049,500
Special Fund Activity 1		-	370,000
Endowment Fund contributions.		-	232,000
Designated Income		-	13,325,839
TOTAL INCOME		2,322,429,955	2,357,779,419
EXPENSES			
Program 1 / Governance and Rights	8	774,833,890	890,887,110
Program 2 / Capacity Building and empowerment	9	725,696,412	834,535,122
Program 3 / Institutional and Organisational Development	10	633,669,600	425,088,853
Other General overhead costs		-	125,860,537
Depreciation		92,774,290	39,361,727
Total expenditure		2,226,974,191	2,315,733,349
Surplus before exchange gain		95,455,764	42,046,070
Exchange loss		(1,443,084)	22,542,959
Surplus for the year.		94,012,680	64,589,029

Uganda Debt Network

Report and Financial Statements for the year ended December 31, 2016.

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2016

	Notes	2016 UGX	2015 UGX
ASSETS			
Non-current Assets			
Plant, property and equipment	3	1,974,626,312	1,169,287,566
Current assets			
Cash and bank	4	57,210,109	415,323,201
Endowment Fund Deposit Account		6,015,705	4,625,270
Programme Activity Floats		-	909,300
WAAC Sub-grant		-	13,973,750
Total		63,225,814	434,831,521
Total Assets		<u>2,037,852,126</u>	<u>1,604,119,087</u>
Equity and Liabilities			
Non-current Liabilities			
Accumulated Funds		887,725,302	793,712,622
Revaluation reserve		610,964,493	
		<u>1,498,689,795</u>	<u>793,712,622</u>
Current Liabilities			
Bank loan	5	466,235,815	485,356,632
		<u>466,235,815</u>	<u>485,356,632</u>
Current Liabilities			
Accruals and Payables	6	72,926,516	325,049,833
Total Equity and Liabilities		<u>2,037,852,126</u>	<u>1,604,119,087</u>

The Financial Statements on pages 14 to 27 were approved by the Board of Directors on 14th February 2017 and were signed on its behalf by:


Prof. Ezra Suruma
BOARD CHAIRMAN


Ms. Florence Nyalulu
SECRETARY BOARD OF DIRECTORS

The notes set out on pages 18 to 27 form an integral part of these financial statements

UDN BOARD OF DIRECTORS

1. **Prof. Ezra Suruma, Chairperson UDN**

A Senior Presidential Advisor on Finance and Economic Planning and Chancellor Makerere University



1

2. Mr. Edward Gaamuwa Vice, Chairperson UDN. A founder member of ACLAIM Africa Ltd and Human Resource professional and consultant.



2

3. Mr. Christopher Iga, Board Treasurer UDN. An accomplished Auditor and Senior Partner with M/S Central Accountants and Associates.



3

4. Ms. Florence Nyalulu Begumana, Board Secetary. Is a gender expert and also possesses skills in accounting and M&E and Resource mobilization.



4

5. Mrs. Stella Obel Negesa, Board Member UDN. is a Development Practitioner with vast expertise in development work. She is an Activist for human rights and democratic governance, advocating and promoting pro poor policies and gender aspects. Current she is the Coordinator Tororo Anti-Corruption Coalition.



5



6



7

6. **Walter Akwat, Board Member UDN**

is a Communications Specialist, with vast experience in Development Communications and Advocacy. He is currently managing Advocacy functions in a Dutch-government funded Consortium comprising of Save the Children International and ZOA.

7. **Daniel Lukwago, Board Member UDN**

is a Policy Analyst and Consultant with NONA Consults.



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12 Mr. Jude Tadeo Odaro
Senior Programme Officer (Capacity Building and Empowerment)

13 Mr. Peregrine Ochen
Finance and Administration Manager

14 Ms. Juliet Akello
Programme Officer (Governance and Rights)

15 Ms. Maureen Agaba
Programme Officer (Governance and Rights)

16 Ms. Adellah Agaba
Communications Officer

17 Mr. Moses Okoed
Regional Programme Coordinator

18 Mr. Timothy Opolot
District Project Coordinator
(Advocacy for Better Health)

19 Ms. Esther Mufumba
Programme Assistant

20 Ms. Susan Wanyana
Administrative Assistant

21 Ms. Umwiza Elizabeth
Communications Intern

22 Mr. Daniel Achol
(Support Staff)

23 Ms. Annet Kyomuhendo
Office Attendant

24 Mr. George Matovu
Logistics and Transport Officer

25 Mr. Busulwa Leonard
Office Driver

1 Mr. Patrick Tumwebaze
Executive Director

2 Mr. Julius Kapwepwe
Director of Programmes

3 Ms. Imelda Namagga
Senior Programme Officer (Governance and Rights)

4 Mr. Gilbert Musinguzi
Quality Assurance Manager

5 Ms. Jane Frances Naiga
(Human Resource Assistant)

6 Ms. Peninah Mbabazi
Programme Assistant

7 Ms. Peace Namboozie
Finance Officer

8 Ms. Ritah Nakkusi -
Finance Assistant

9 Ms. Grace Kobusingye
Programme Assistant (Capacity Building and Empowerment)

10 Sandra Coote
Student Intern

11 Ms. Aanyu Ruth Epetai
(Administrative Secretary)

 **UDN Staff in the picture**

 **UDN Staff not in the picture**

UDN MEMBERSHIP IN 2015/2016

NAME	ORGANIZATION	NAME	ORGANIZATION
Achom Constance	Osukuru United Women Group	Muhanguzi Umar	Bushenyi Poverty Monitoring Association
Adam Mugume	BoU	Mukotani Rugendo	Consultant
Aedeke Joseph	Kumi District Poverty Monitoring Group	Mukunda Julius	Forum for Women in Democracy
Akior Grace	Bukedea District Poverty Monitoring Group	Mulwanyi Andrew	Youth Link Publications
Aloysious Kittenge	SEATINI	Musangala Simon Peter	Lawyer
Amabu Moses	ADDIF AMURIA	Musinguzi Johnson	Uganda Malaria Surveillance Project
Amanu Michael Peter	ACOWA JOINT		
Amusugut Winnie	Asinget Agricultural Women Association		
Andrew Kawooya	DRT		
Arthur Larok	Action Aid Uganda		
Ashunt			
Babuthirwaki Godfrey	Rwenzori Integrated Tourism Info. Centre		
Baguma Richard	United Nations Association of Uganda		
Basalirwa Frank	Namutumba CBMES		
Batambuze Abubaker	Coordinator, BUPOMA		
Bayo Isaiah	ARUPPIDE		
Bob Anyuru	Uganda Land Network		
Bonnie Kiconco	QUAM/DENIVA		
Bulolo Azimafeth	Grassroots Action for Progress		
byaruhanga Johnson			
Christine Adong	ULA		
connie	FHRI		
consultants(George Okwir,)			
denis okori			
Dr. Tindimibwa	NURRU		
Eliot Orizaarwa	WEGCDA		
Elizabeth k kamangi	CSBAG		
Elly Twineyo			
Emaat Simon Peter	Bukedea District Poverty Monitoring Group		
Erongil Jottal			
EU ENOCK NYOREKWA			
Frank Kibulya	RAC Budibugyo		
Fred Muhumuza	Consultant		
Gaamwa Edward	Consultant		
George Kibiike	Community Restoration Initiative Project		
Gumila Mbuga	BWOC		
Haji Sengooba			
Isiko Paul	Kaliro CBMES		
Joy Katono Kasinga	Platform for Labour		
Kabuga Daniel	National Youth Congress		
Kahuma Patrick	Kitante Primary School		
Kahunga Matsiko	Consultant		
Kajoro Robert	UVRI – IAVI		
Kakande Fred	Cavendish University		
Katana Jackie	Faith to Action/ DSW		
keem Lawrence Kabila	MONALIP		
Kiconco Diana	Women and Child Development Association		
Komakech James	CUWEDE		
Kori Moses	Bukedea District Poverty Monitoring Group		
Kukuru Daisy	Uganda Human Rights Commission		
Lakidi Eric Francis	Namukora Orom Development Association		
Lule Joseph			
Mondo Steven	CRDF(Rural Development Foundation) Kibaale		
Muhangi Eri	UYDA		

NGOs

UWONET	ACCU
NGO Forum	ULA
NUDIPU	PSFU
FOWODE	ACTADE
CSBAG	AWEPON
ACODE	KACITA
PELUM	UCRNN
DENIVA	HURINET
ACTION AID	TIU
WATER AID	ULGA
NAWOU	SEATINI
NPA	INFOC Uganda
FRA	FHRI
VEDCO	ISER
WORLD VISION	Land Net Uganda
OXFAM	

UDN BOARD MEMBERS

Prof. Ezra Suruma
Mr. Edward Gaamuwa
Mr. Christopher RM iga
Ms. Florence N Begumana
Ms. Stella Obel
Mr. Walter Akwat
Daniel Lukwago

UDN STAFF

Tumwebaze Patrick
Kapwepwe Julius
Namagga Imelda
Odaro Jude Tadeo
Apeduno Annet Grace
Mufumba Esther
Agaba Maureen
Leonard Busulwa
Matovu George
Okoad Moses

Agaba Adella
Akello Juliet
Wanyana Suzan
Byiringiro Christine
Namboozie Annet Peace
Kobusingye Grace
Mbabazi Peninnah
Immaculate N
Jane Francis Naiga
Gilbert Musinguzi
Annet Kyomuhendo

CBO

Kaliro District community Based
Monitoring and Evaluation System
Kokwech Agro Youth Project
kanungu community efforts for
Rural
Transformation
Grass root Action for Progress
(Iganga)
CBMES Namutumba
kapujan subcounty Monitoring Team
Bukedia District Poverty Monitoring
group
Kumi District Poverty Monitoring
Association

Obalanga Community Monitors
Group
Asamuk CBMES
Morungutu CBMES
Kamuli CBMES
Community Resource Development
Initiative
Achowa CBMES
Tororo Anti Corruption Coalition
Osukuru United Women
Group(Winnie)
Hoima Anti- Corruption Initiative
(Ssentongo)
Rwenzori Integrated Tourists
Formation

Introduction

Founded in 1996 to champion the cause for debt relief, Uganda Debt Network (UDN) has established itself as a leading advocacy Non-Government Organisation (NGO) whose mission is 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 vision envisages a prosperous Uganda with sustainable, equitable development and a high quality of life of the people.

You and your organization can make a difference by becoming a member, supporting the work of our organization and taking part in the programmes. UDN believes in participatory decision-making and local governance with equal opportunity for all persons irrespective of gender, age, colour, ethnicity, political opinion, race, creed or religion, social, economic standing or disability. UDN works to empower communities with skills and knowledge to monitor and evaluate, on a continuous basis, the utilisation of public resources at local and national levels. Our organization analyses national and local policies, carries out strategic participatory research to influence design, formulation and implementation of pro-poor policies. UDN has been the leading organization on the anti-corruption campaign in Uganda since 2000 having been a founding member of the Anti-Corruption Coalition. UDN works closely with people at the grassroots and has facilitated them to form grassroots anti-corruption coalitions.

The organization has instituted an effective Civil

Benefits to the members

All registered and paid up members are eligible to attend the Annual General Meeting (AGM). However, for purposes of election, only full members are eligible to stand and be elected to office. In addition all the registered and paid members are entitled to a complimentary copy of all UDN publications.

III. Towards financial self-reliance (Endowment Fund)

Society Anti-Corruption Public Education Campaign using local radio and other media. The benefits from this campaign are beginning to bear fruit as many Local Governments strive to improve the quality and delivery of services.

Uganda Debt Network is currently implementing a five-year Strategic Advocacy Program and Plan (SAPP) 2017-2021 centred on the following three themes:

1. *POLICY ANALYSIS AND GOVERNANCE*
2. *CITIZENS' EMPOWERMENT AND ENGAGEMENT.*
3. *INSTITUTIONAL AND ORGANIZATIONAL DEVELOPMENT*

UDN strives to achieve financial self-reliance. UDN has instituted an Endowment Fund Policy to raise funds from supporters, sponsors and other stakeholders. The funds are invested in high interest bank accounts or other income sources so that only interest is annually ploughed back into UDN programmes.

You can be part of this process by contributing annually to UDN Endowment Fund. For a start, all registered full members will in addition to an annual subscription fee, contribute to the endowment fund.

Type of membership	Category	Membership fees (once)	Subscription Fees (annual)	Endowment Fund (once)	Status
Individual	Full	\$100	\$50	\$80	Voting
	Affiliate	\$100	\$25	-	Non-Voting
Institutional	Full	\$100	\$100	\$ 200	Voting
	Affiliate	\$100	\$75	-	Non-Voting
Youth and Students	Affiliate	\$100	-	-	Non-Voting
Grass coalitions	Affiliate	\$100	\$10	-	Non-Voting
Honorary	Individual	-	-	Optional	Non-Voting
	Institutional	-	-	Optional	Non-Voting

However, a provision has also been made for all the individuals and institutions that support the cause of UDN to contribute to build the endowment fund. This support is crucial for subsidizing UDN's costs, especially in increasing the participation of the people at the grassroots in decision-making processes such as the Annual General Meeting, national meetings and others.

■ Membership

New and old members are welcome to participate in this new and dynamic membership structure for UDN. Old members are only required to upgrade their membership by paying the appropriate fees.

■ Method of Payment

Payment can be made in cash or by cheque at the UDN Secretariat. All cheques should be written in the names of Uganda Debt Network. Payments can also be made directly to the UDN Bank Account.

Account Name: Uganda Debt Network

Bank: Bank of Baroda, Main Branch on Kampala Road

Account Number: 95010200000363

**For inquiries, contact:
The Membership Manager**

Uganda Debt Network
Plot 153/155, Ntinda Road, Ntinda
P.O. Box 21509 Kampala, Uganda
Tel: 256-414-543974/533840
Fax: 256-414-534856
E-mail: info@udn.or.ug
Or apply via website at: www.udn.or.ug



**Debt is
Slavery**



UDN PARTNERSHIP & DONORS

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PARTNERSHIPS

Government Institutions

President's office
Vice President's office
OPM
MoFPED
Auditor General
Office of the Accountant General
IG
MoLG
Local Government Finance Commission
Ministry of Water
Ministry of Health
Ministry of Works
Ministry of Energy
Ministry of Education
Ministry of Agriculture
URA
UNRA
BoU
Parliament
National Planning Authority
SGR

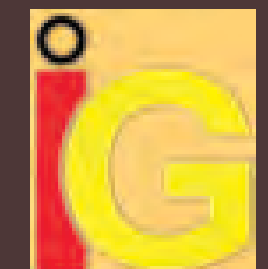
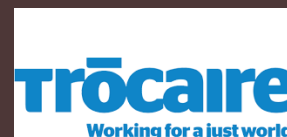
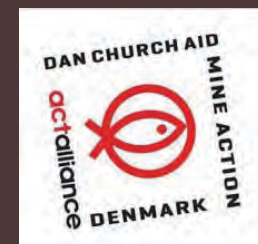
Private Sector Foundation

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URSSI

CSOs

OXFAM
UNNGOF
ACODE

*Thank you all our partners
and Donors at Large.*



Public Debt, Accountability and Community Empowerment

Report a Service issue or Corruption Case Toll-free by SMS:

Type UDN <space> Type Issue,

and send to: 6585

ALL Networks: 6585



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".

CONTACT US ON:

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: @ugandadebnet



: Uganda Debt Network

