

UGANDA DEBT NETWORK

ANNUAL REPORT 2019



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LIST OF ACRONYMS AND ABBREVIATIONS

ACRONYM	DESCRIPTION
AAAA	Addis Ababa Agenda for Action - 2015
ABH	Advocacy for Better Health Project
ACASD	Anti-Corruption Action for Sustainable Development – UDN Partner CSO in Rubirizi
ADDIF	Amuria District Integrated Forum – UDN Partner CSO in Amuria
AFDB	African Development Bank
AFFCAD	Action for Fundamental Change and Development
AFRODAD	African Forum and Network on Debt and Development
BDA	Belgium Development Agency
BUPOMA	Bukedea Poverty Monitoring for Accountability – UDN Partner CSO in Bukedea
CAA	Community Action for Accountability – UDN Partner CSO in Napak,
CBMES	Community Based Monitoring and Evaluation System
CC-K	Citizens’ Concern – UDN Partner CSO in Kaliro.
CEE	Citizens’ Empowerment and Engagement
CODAID	Community Driven Advocacy for Integrated Development - Partner CSO in Kamuli
COMEI	Community Empowerment Initiative – UDN Partner CSO in Rukiga
DAC	Development Assistance Committee’s
ENRM	Natural Resource Management
EURODAD	European Network on Debt and Development
IMF	International Monetary Fund
KACOERT	Kanungu Community Efforts for Rural Transformation – Kanungu
KADMON	Katakwi District Monitoring Network - Katakwi
LCSCI	Local Council Score Card Initiative
MDALGS	Ministries, Departments, Agencies and Local Governments
MGLSD	Ministry of Gender, Labour and Social Development
MOCIDE	Moroto Community Development Initiative – UDN Partner CSO in Moroto
MOFPED	Ministry of Finance Planning and Economic Development
MOWT	Ministry of Works and Transport
NPA	National Planning Authority
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
OPM	Office of the Prime Minister
PPP	Public Private Partnership
RDP	Recreation for Peace and Development - Masindi
RoA	Reality of Aid-Africa
SDGs	Sustainable Development Goals
VSLA	Village Savings and Loans Associations
WB	World Bank

REMARKS FROM UDN'S BOARD CHAIRPERSON

Our Esteemed Readers and the entire UDN family,

I am happy once again to pen a few words on yet another milestone in the UDN trajectory, the 3rd of her strategic plan and the second of the current board's mandate, giving strategic direction to the organization.



I have found it very rewarding to work with my Board team and especially being at close range to the secretariat that continues to do a good job of advocating against imprudent debt management.

The research and evidence based advocacy, the policy proposals to government, the monitoring and reporting by our team at the grassroots, and the positive responses at various levels by government to issues we generate – all make me happy that we are making our contribution to making Uganda a better place for citizens.

The development partners that continue to avail resources for us to make possible what we achieve, cannot be underestimated. How would we manage without such vital resources, but again thanks to the secretariat that puts to proper use of the same resources to proper use?

My colleagues and I have been directly involved in some of the activities of UDN so as to know the feel of it, and we feel proud to be part of such. When we give key note addresses; when we sign partnership contracts; when we hold meetings and get updates on the immense work being done; when we represent UDN at High level forums; no doubt we get impressed that we are part of a winning team, not just locally but regionally and globally - as you will read and confirm that UDN work in 2019 has transcended borders and continues to soar.

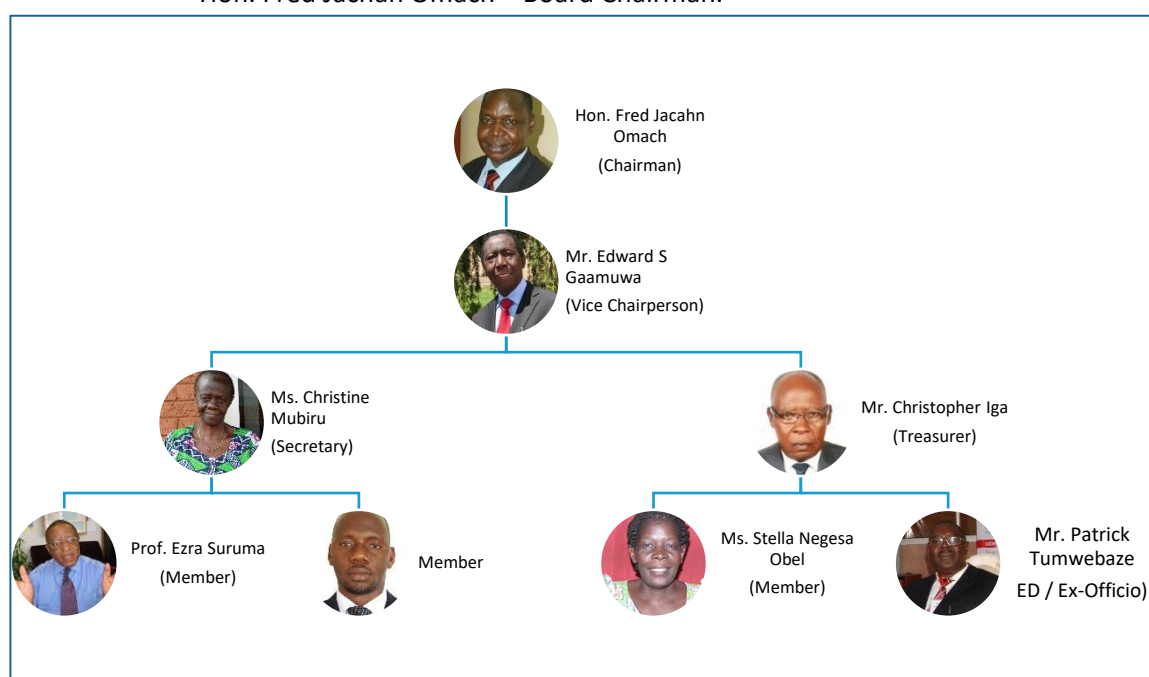
Faced with changing donor dynamics, the sticking challenge of resource inadequacy in the face of an overwhelming need for our services remains a puzzle that we all have to put our heads together and solve.

Enjoy this great read with optimism that UDN will shine even brighter by the time of the next issue.

As the saying goes, “A little Done; So Much to Do”.

May God Bless you as you read and continue to be part of UDN now and always.

Hon. Fred Jachan Omach – Board Chairman.



FOREWORD FROM THE EXECUTIVE DIRECTOR

I am happy to present to our esteemed readers UDN's 2019 Annual Report.

We are in the middle of our Strategic Plan 2017 – 2021, and the progress so far is quite impressive.

Going by achievements and impact so far registered, it is imperative that we are on course and will have attained more than 90 % in terms of resource mobilisation and programme implementation.



We were able to pull off a mighty High level Meeting of Debt and Development professionals including Finance ministers from over 10 countries for the Pan African Conference on Alternative Infrastructure Financing; Organised and / or participated in over 100 platforms handling a wide range of issues including debt and development, Governance and accountability. We have given input to government policies and legislations through at least 98 proposals of which more than 20% were accepted and incorporated; we have supported 11 CBOs with resources to sustain their administrative and programme operations and by extension enabled 933 Community Based Monitors to regularly assess and report on service delivery systems in their localities; and engage with respective governments to improve quality and access to services; and we have had national and local government level constructive engagements with elected and technical leaders to respond to issues emerging from our research and advocacy initiatives.

All this journey through, it has been the invaluable input from development partners that have entrusted us with requisite resources, the good strategic leadership from our wonderful Board and the dedication of my staff team. On the external front, community members and beneficiaries of our programmes and government with whom we regularly engage constitute the other side of the coin that makes whole the entire robustness of UDN as an Organisation. I highly commend each of those categories as we celebrate the achievements of 2019.

Our pledge as a team is to strive to do more every other period that follows so that UDN grows from strength to strength in delivering her mandate - To generate advocacy expertise that influences people-based and accountable public resource management in Uganda.

Good Reading.

A handwritten signature in blue ink, likely belonging to Patrick Tumwebaze.

Patrick Tumwebaze – Executive Director



BACKGROUND AND REPORT OVERVIEW

The year 2019 was the third in implementation of UDN's 5-year Strategic Advocacy Programme and Plan (SAPP), 2017-2021. This report is a synopsis of the contribution UDN made in respect of her **Vision:** A Uganda where public resources are prudently, sustainably and Equitably managed and UDN **Mission**, *"To generate advocacy expertise that influences people-based and accountable public resource management in Uganda"*. The report is structured on UDN's three program areas - Policy Analysis and Governance; Community Engagement and Empowerment; and Institutional and Organisational Development.

Our operational scope during the year can be perceived from three perspectives – at grassroots level, national and international. We have had International as well as continental / East African regional engagements; at national level we have jointly coordinated with partner CSOs to engagements with government ministries Departments and Agencies; and at Local governments we have supported communities and profiled issues they generate to respective Local governments, some of the issues being raised up for national attention. Media has been a cross cutting strategy in all these interventional levels to keep our stakeholders abreast with what the organisation is doing. Based on respective partnerships and UDN's strategic plan, we had field operations in at least 20 Districts in the regions of Karamoja, Teso, Acholi, Bukedi, Elgon, Ankole, Busoga and Kigezi.

POLICY ANALYSIS AND GOVERNANCE

Strategic Objective: To enhance the capacity of citizens and civic organizations to engage in public debt and development frameworks at local, national, regional and international levels

Policy Advocacy on Debt Management

Input to for improving Uganda's Public Debt Management Framework

UDN between 2018 -19 liaised with key stakeholders (Bank of Uganda, Parliament and National Planning Authority) who constituted a taskforce to update and improve Uganda's Public Debt Management Framework. Ten proposals were made to MoFPED of which six were incorporated into the finalized Public Debt and Other Financial Liabilities Management Framework –2019 – 2023. If the proposals are effected, there will be increased Transparency in Arrears Management; Effective coordination among government agencies for effective Debt Management; restrictions on business Bail outs; enhancement and adherence to provisions of a national Borrowing Plan / strategy.

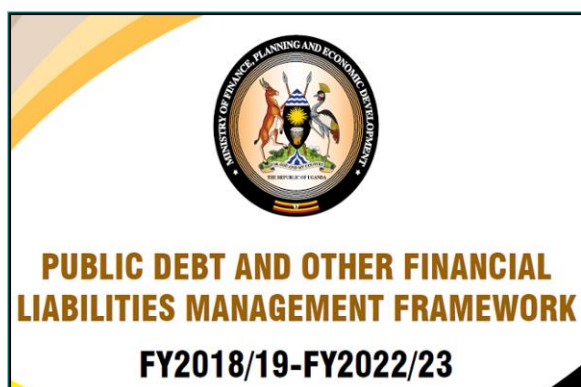


Figure 1: Screenshot of Uganda's Debt Management Framework Policy Document where UDN gave input

Strategic Advocacy Engagements with Government MDAs on Debt Management

CSOs influence Debt engagement processes for sustainable development in Uganda: Citizens participation in loan acquisition process and oversight on utilization of debt resources are a challenge due to limited awareness on the subject. CSOs led by UDN organized open dialogues with the MoFPED during which they demanded for increased clarity and transparency of national debt information. As a result, the Ministry committed to designate a day dedicated to publicly address citizens' concerns on national debt. Thus the inaugural National Debt Conference was scheduled to take place during the 2020 Annual Budget Month.

<i>UDN – Led CSO Delegation (Left) meets MoFPED officials over National Debt Transparency - 17th September 2019</i>	

Advocacy against Controversial borrowing to finance a private Contractor for Lubowa Hospital

Aspiring for Better Health Service Delivery without compromising Transparency and accountability – that's what Ugandans want. International Specialized Hospital of Uganda – (ISHU) project failed that test, and UDN was at the helm of demanding that the right thing be done the right way.

Government proposed to issue promissory notes of US\$ 379.71 Million to Finasi / Roko construction SPV limited for the financing of the design, construction and equipping of 264-bed specialized Healthcare facility (ISHU) at Lubowa in Wakiso (ostensibly to “stop and we stop the haemmorrhage of an estimated \$150 million per year that goes into “medical tourism” to India).

The controversies that marred Lubowa Hospital Project included the following: Outright rejection of parliamentary committee minority report; inflated costs; high interest rates of the loan despite proximity to debt GDP threshold; flouting of due diligence procedures; a peculiar unprecedented funding mechanism of guarantees to a private entity; allegations of corruption; the dubious nature of the investor whose track record was shady; negation of cheaper local health options.

Following many failed attempts to meet Members of Parliament on the Committee of National Economy, UDN coalesced with likeminded CSOs to profile it as a major issue of national concern. This included lobbying influencers, a series of media appearances and press conferences; and wide publicity of the matter. Though government was adamant on its stance, at least these efforts augmented public awareness and anger over highly suspicious ambiguity on how the project was conceived, approved and was going to be implemented all of which had flouted legally established standard operating procedures and legislations such as PPDA act and Public Finance Act.

Even after the controversial government decision, the events that followed gave credence to UDN's Concerns – FINASI got embroiled in legal battles with subcontractors (Roko); there were allegation of initial advance for project start up being diverted, and even when the Parliamentary Health Committee and Health Ministry Officials tried a site visit to assess work progress they were denied entry and barred with guns.¹ UDN will continue to follow the case to ensure it does not follow other scandals that have been swept under the carpet.

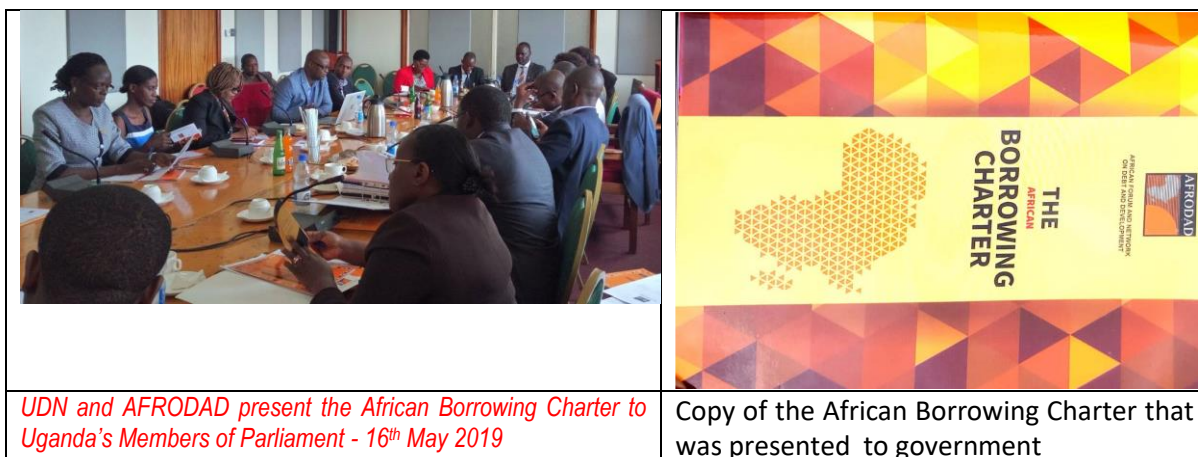


UDN and other CSOs meeting, the Parliamentary Committee on National Economy Chairperson, Hon. Syda Bumba to appraise her on Lubowa hospital financing Concerns.

African Borrowing Charter Developed as a Public Debt Due Diligence Assessment Checklist

Given the various precedents of African government's public debt contraction controversies, UDN in collaboration with African Forum and Network on Debt and Development (AFRODAD) initiated African Borrowing Charter. It was presented to government as a supplementary tool for Parliament as a **Due Diligence Assessment Checklist** to guide approve public loans. At its launch and presentation to the Parliamentary Accounts Committee the legislators commended the Charter, as vital reference material for subsequent loan acquisition deliberation processes. The charter became an additional resource for public debt researchers including parliamentarians who usually revert to UDN as the leading expert regarding public debt related information. This has set UDN on a high pedestal among stakeholders that continue to monitor diligence of loan acquisition processes and better debt management.

¹ <https://www.monitor.co.ug/News/National/Woman-Lubowa-hospital-project-Finasi-Museveni-Pinetti/688334-5027210-a4jee7z/index.html>; <https://www.monitor.co.ug/News/National/Kadaga-orders-probe-into-Lubowa-hospital-Shs130b-disappears/688334-5137562-vck7grz/index.html>



UDN/AFRODAD Press conference on Borrowing Charter on 16th May 2019

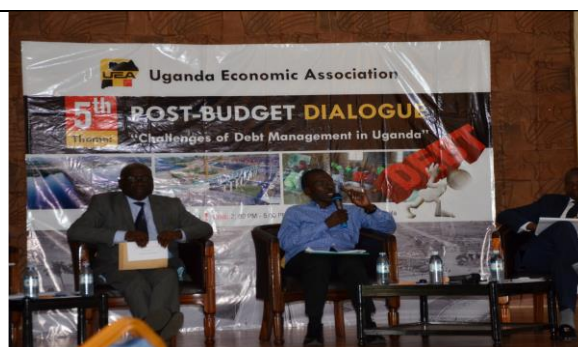
Public Dialogues on National Debt Management

UDN organized / engaged in a total of **6 (six)** Public Dialogues on National Debt Management during the reporting period. Through these forums, key stakeholders from government, academia, media and the general public discussed options of effective debt management, and implications of high debt levels to

the Ugandan economy. UDN continued to use the platforms to avail practical measures and proposals to deal with challenges affecting debt management in Uganda. This is UDN's bedrock for participatory input to Government's formulation and / or improvement in debt management policies and frameworks to tame debt sustainability levels.



UDN's Imelda Namagga (Middle) making her submission at a panel discussion on Uganda's debt sustainability as part of the budget week events at Kololo Independence grounds, 7th June 2019 (Media link- <https://www.youtube.com/watch?v=xkSfy81twX4>)



UDN's Julius Kapwepwe as a panelist during the Post-Budget Dialogue on Challenges of Debt Management in Uganda organized by Uganda Economic Association at Golf course Hotel, 25th June 2019.

UDN proposals incorporated in the Draft National Cash Management Policy (2019): The formulation of the Cash Management Policy spearheaded by the MoFPED, has been informed by comprehensive review of available policies, plans and strategies to ensure consistence. Extensive consultations of stakeholders including MDAs, Development Partners, URA, Commercial Banks and CSOs was conducted by the Ministry. In 2018, UDN presented 10 proposals to the Ministry for consideration. Six UDN proposals were incorporated into the draft Cash Management Policy, 2019 which include; i) Effective Coordination between relevant stakeholder Institutions; ii) Effective cash account and cash management; iii) Management of cash limits; iv) Ensuring timeliness of information flow and Quality; v) Management of surplus cash to the consolidated Account and surplus cash transfers; and vi) Consistence with other policies and periodic review of the policy. MoFPED is expected to organize a validation meeting of the policy by relevant stakeholders and UDN is available to continue working with the ministry to ensure the finalization of the Policy formulation process.



Ms. Juliet Akello (in blue shirt, 4th left) in a meeting organized by MoFPED with Task Force members discussing the draft Cash Management Policy at Esella Hotel on 26th February 2019

Economic Development Initiatives Policy Frameworks for Sustainable Development Reviewed

UDN input into the National Development Policy: Since 2016, UDN has been advocating for the formulation of the National Development Policy to increase the effectiveness of external assistance to

Uganda and to provide a basis for mobilization of development assistance required to meet short to medium term investment needs. A draft policy which was reviewed by stakeholders bore seven out of nine UDN proposals and these include; 1) Harmonization of policies and processes to ensure division of labour; 2) Partnership and collaborating with the Private Sector; 3) Alignment of Development Cooperation with National Development Goals; 4) Streamline the procurement and employment of Technical Assistance to close technical capacity gaps; 5) Clear definition of roles by respective institution and adoption of Civil Society; 6) Development partners to adopted Technical Assistance pool funding mechanism; 7) Mobilization of Development Cooperation through Joint/Regional Economic Partnerships. Report. A stakeholder's review meeting was organised by the Ministry on 5th July 2019 to provide more input into the policy to improve its quality before a validation meeting can be arranged. UDN will continuously engage with the MoFPED to ensure its finalization and effective implementation.



Juliet Akello submitting on National Development Cooperation Policy at stakeholder's meeting; 5th July 2019; MoFPED Boardroom



Consultative Meeting between Non State Actors (NSAs) and NPA over input to the NDP III formulation processes. It was hosted by NPA at their Offices (one on 12th June; the other on 16th July, 2019)

Input to Uganda's Third National Development Plan – NDP III

With Uganda's Second National Development (NDP II) slated to expire in June 2020 the process of generating the successor NDP III that started way back in 2018 continued and UDN maintained her partnership with stakeholder agencies, coordinated by the National Planning Authority (NPA). As mandated to contribute to national development UDN liaised with partner CSOs (CSBAG, UNNGOF) to participate in consultative meetings with NPA and gave proposals, particularly on the 5th NDP Objective - Domestic Revenue Mobilisation and Economic Fundamentals with specific focus on the debt question; which are anticipated for inclusion in the final version. That way it is expected that NDP which is the overarching national development framework, will conspicuously feature issues of prudent public debt contraction, management and resource utilisation, plus the broad questions of participatory service delivery transparency and accountability.

Researches and Publications

Socio-Economic Policy Papers produced and disseminated:

Research and evidence based advocacy and policy analysis are part of the key strategies that have continued to consolidate UDN's robustness as a reliable source of information especially to legislators, government, media academics, researchers and the general public. Emerging products, when published, greatly contribute to enhancement of increased demand for public resource accountability and management in Uganda and beyond. Some of the socio-economic policy papers produced by UDN During the year are in the following box.

Figure 2: Some of the socio-economic policy papers produced by UDN in 2019.



While hard copies of the papers were disseminated to various stakeholders, electronic versions of these and more analytical resources (including those not in hard copy print) were uploaded on the UDN Website (www.udn.or.ug) for wider public access. This in turn continued to broaden information and communication on nationally developmental subjects of national debt, public policies, transparency, accountability and citizens' access to quality social service delivery.



Paper on Public Private Partnerships (PPPs); Are they a form of hidden debt in Uganda?

While Public Private Partnership (PPP) approach to national development was not yet well established in Uganda, yet quite functional in other economies, its aspects were beginning to manifest, especially

with Lubowa Hospital Project that had issues. This occasioned the need for UDN to carry out an analytical study as to whether PPPs might be a vehicle for unscrupulous officials to push Uganda into untenable indebtedness or to pursue Hidden self-aggrandizement agenda.

The analytical papers formed a good basis for UDN and other CSOs engagements with Bretton Woods institutions (IMF / WB) on effectiveness of PPPs. These included spring meetings of 9th to 14th April 2019² and annual meetings that ran between 15th – 18th October 2019³ in Washington DC. Even beyond these meetings, some of the papers were used by other eminent agencies. Jubilee Debt Campaign for example was authorized to include in its resources UDN's work "*Fears raised about cost of PPP hospital in Uganda*".

CSO - IMF discourse with government on Uganda's Economic Outlook

IMF routinely invites UDN and key CSOs in its quarterly structured meetings to and in 2019 they focussed on growth trends of the Ugandan economy. For those meetings UDN and partner CSOs developed a paper on CSOs reflections on the Annual Economic Development for Uganda and presented it to the IMF Delegation to Uganda. The joint CSOs paper formed part of IMF's 2019 release of Uganda's Economic Outlook. The CSOs used the IMF meetings platform to highlight perspectives that were summarised into 12 CSO proposals. IMF concurred with UDN and partners on some of those proposals and included them the IMF staff Statement of the 2019 Article IV mission on Uganda. Those adopted include;

- a. Uganda to reduce the fiscal deficit as per the EAC and Charter of Fiscal Responsibility commitments;
- b. Need for fast tracking finalization of the Domestic Resource Mobilization Strategy formulation by MoFPED;
- c. Need to improve on Debt Management to avoid future debt unsustainability;
- d. Strengthening Governance and Accountability and dealing with corruption to ensure effective service provision.



Figure 3: UDN with other CSOs pictured (AFIEGO, CEWIGO, SEATINI, ACODE, CSBAG, UNNGO Forum) met and produced a paper "*An Annual review of Uganda's Economy*". It was presented to IMF Delegation on 1st February 2019.

² <https://blogs.worldbank.org/ppps/ppps-infrastructure-bloom-world-bank-imf-spring-meetings>

³ <https://www.worldbank.org/en/events/2019/10/18/civil-society-policy-forum>



UDN and other CSOs present a position paper to IMF officials on Uganda's Annual Economic Outlook. It was at IMF offices on 4th February 2019 and informed IMF's Article IV Mission Statement.



CSO De-brief from IMF on the Annual Economic Outlook for Uganda at the IMF offices - Bank of Uganda building on 12th February 2019.

Challenging The Sovereign Debt Crises by Stemming Recklessness Bailing Outs

UDN was part of the 35 global CSOs advocating for prudence in debt management as a precondition for bail out. The CSOs made a joint statement prior to IMF / World bank Meeting asking the Bretton Woods Institutions loan recipients to style up. In this briefing 34 civil society organisations decried how IMF loans are used to bail out reckless lenders. They called for the IMF to implement its policy of only lending to highly indebted countries if there is a debt restructuring which makes the debt sustainable, or if a country defaults on its debt. In the position paper released ahead of the IMF meetings they argue this is needed so that:

- Fewer self-defeating public spending cuts are introduced.
- IMF resources are no longer used to pay off previous lenders, incentivizing them to continue to act recklessly in the future.
- Debt relief from the IMF is not needed in the future, as was required under the Heavily Indebted Poor Countries (HIPC) debt relief process in the 2000s.

See Details here: <https://www.globalpolicy.org/component/content/article/270-general/53144-declaration-of-civil-society-organisations-at-the-world-bank-and-imf-annual-meetings.html>

Pan African conference on Health and Road Infrastructure Financing Alternatives Hosted

It is a matter of concern that road infrastructure development projects constitute the bulk of national budgets for most African economies and is eternal debt funded. Although the main argument for this has been that roads are a cornerstone of economic development and prosperity, this overcapitalization is usually at the expense of critical sectors like Agriculture, Health and Education. While in the AU summit that climaxed with the 2001 Abuja Declaration African countries committed themselves to allocate at least 15% of their annual budgets to the health sector (or US\$ 44 per capita), this target has been ignored by most of them. In search of a nexus for pursuit of this target, UDN organized a Pan African conference on Health and road infrastructure financing in Africa under the theme, *"Financing Alternatives for Infrastructure (Roads) and Universal Healthcare Beyond Borrowing"*. Conference participants were drawn from various African countries (Kenya, Ethiopia, Rwanda, Zimbabwe, Uganda, Tanzania, South Sudan). They included both State and Non-state actors namely Government Officials Civil Society Representatives, Academicians, Members of Parliament, Donors (Democratic Governance Facility –

DGF) and Media. The conference provided a platform for participants to share experiences and promote learning among selected African countries on the sustainable alternatives for financing health sector and road infrastructure projects beyond borrowing. A communique was generated, highlighting External Debt free alternatives for financing health and road infrastructure projects in Africa. Based on the communique, a paper was also developed to guide government of Uganda with proposals on concrete steps and critical interventions for consideration with effect from FY 2020 / 21.



L-R World Vision, UDN and Uganda Road Sector Support Initiative representatives during Pan-African Conference at Imperial Golf view hotel, Entebbe—Uganda.



UDN Board chair Hon. Fred Jachan Omach opens conference, flanked by Prof. Ezra Suruma and UDN's ED, Patrick Tumwebaze



Delegates of the Pan African conference on Health and Road Infrastructure Financing at Imperial Golf View Hotel, Entebbe—Uganda, Sept 2019



Pan African conference participants responding to the media interviews. For detailed conference report paste this link: shorturl.at/dgqKR

Leveraging Strategic Platforms to Influence Policy Reform

UDN used quarterly health and road sector working group meetings and Joint Sector Review Missions to advance issues of good governance, budget allocation and public debt resource utilisation. Through these fora, UDN made paper presentations and shared CSO perspectives, especially on financing alternatives with the view to stem the escalating debt levels that are poised to shoot through the debt sustainability threshold of 50% Debt to GDP Ratio.

The State of the World's Government Debt

(Courtesy Graphics to visualise how Uganda fares amidst the rest of the world)

The State of the World's Government Debt

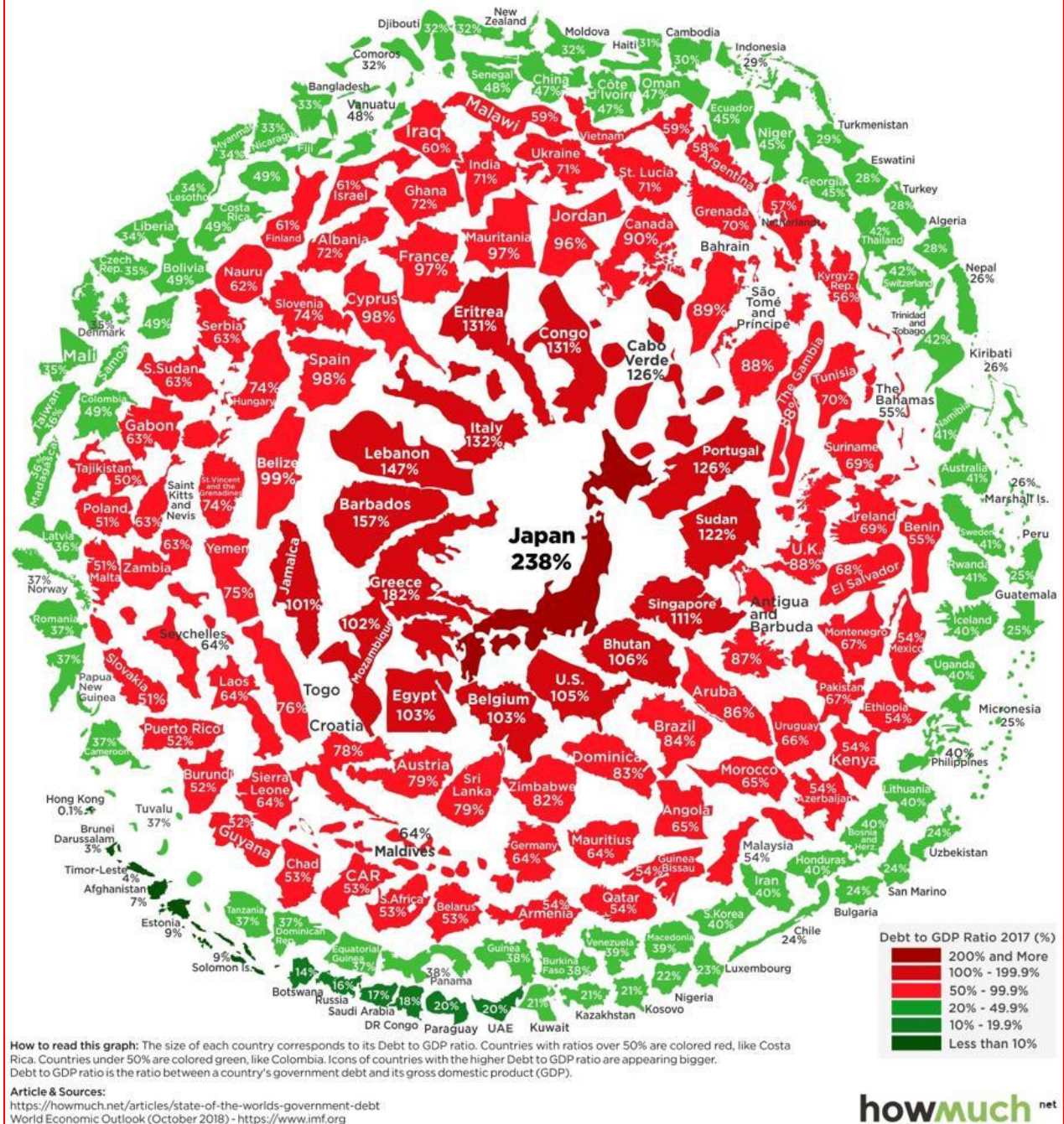


Figure 4: Courtesy: <https://howmuch.net/articles/state-of-the-worlds-government-debt>

Child Centric Sector Budget Allocation and Tracking Strengthened at National and LG Levels

20 members of the Parliamentary Forum for Children and the Parliamentary Gender Committee were trained in budget analysis. This strengthened their capacity to analyze budgets from a child focused perspective. MPs made commitments that they would always scrutinize national budgets (before their approval) to ensure that they promote children's rights. A checklist for assessment and tracking compliance on addressing children's issues was developed and published to inform MPs whenever debating and passing the budget.

In the 8 Child Rights Promotion target districts (Gulu, Moroto, Nyoya, Nabilatuk, Napak, Nwoya, Amuru and Omolo) a total of 593 stakeholders (state and non-state actors) were equipped with such requisite Budget analysis and tracking skills. NSA's included CSOs and Child representatives especially from upcountry schools. State actors included senior district officials such as CAOs, departmental heads of child focused sectors such as education, health and community based services and political actors such as Town clerks, Mayors, Councillors and Resident District commissioners (RDCs) among others. Result of such trainings include:

- Distinct roles of technocrats and politicians were further clarified;
- There were new perspectives of local resource generation;
- Development of better revenue enhancement plans in the face of perpetually inadequate remittances from central government;
- Enhanced capacities of district councils and planning committees to analyse LG budgets to detect gaps and highlight priority areas during budget cycle processes at school, sub-county, district and National levels.
- The interventions expanded the cadre of cumulative advocates for child rights protection and promotion locally and even in higher echelons of government's decision making.



UDN Executive Director, Patrick Tumwebaze, giving remarks during the MPs' training.



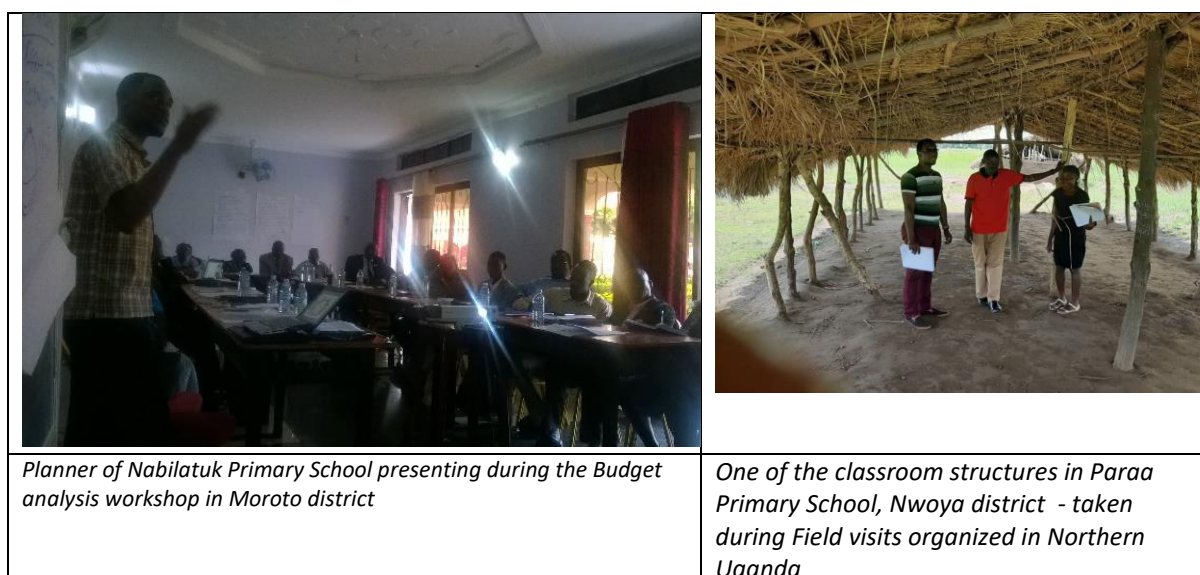
Parliamentary Budget Officer, Mr. Godfrey Kintu facilitating the Child Rights Budget Training for MPs



FY 2019/20 Budget Review to Inform Advocacy

A review and analysis of the FY 2019/20 national budget was undertaken to assess the extent to which the national budget addressed issues of children. The study revealed that despite the increase in the absolute amounts of money allocated to child centric sectors, the share of funds allocated to key programs such as UPE continued to reduce. A stakeholder call for remedial action on emerging concerns was made through a child rights stakeholder conference on investing in children. It attracted 143 participants from 8 districts whereby participants included Members of Parliament, pupils, teachers, head-teachers, CSOs and government officials among others. This meeting provided a platform for particularly for children's rights advocates to take stock of government's commitments on investing in children, challenges, achievements and available opportunities.

Relatedly, a number of IEC materials were produced and disseminated to stakeholders involved in these activities. These included 3,000 Budget performance briefs; 2500 copies of the Child Rights Budget Compliance Checklist.





Some of the pupils on the Children's panel during the stakeholder conference



Feedback meeting with Selected School Head Teachers from Gulu and Omolo districts at Palema Hotel - Gulu



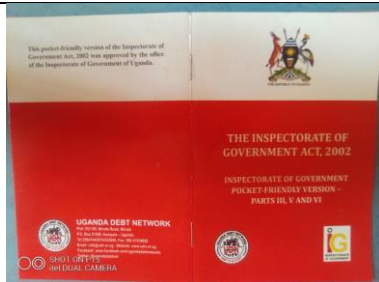
Panellists during the 5th Post-Budget Dialogue, (L-R); Mr. Godfrey Dhatemwa (commissioner Debt Policy and insurance - MoFPED), Dr. Okumu Ibrahim (Development economist & specialist from Makerere University) Hon. Saida Bumba (Former Finance Minister and chairperson of Committee on National Economy), Mr Julius Kapwepwe (Director of Programs-UDN), Hon. James Kaberuka (MP Kinkinzi West) and the moderator Mr Ramathan Ggoobi (Policy Analyst, and senior lecturer at Makerere University Business School (MUBS) at Golf course Hotel on 25th June 2019.

UDN and partner Anti-Corruption CSOs and private sector, along with Government Accountability sector agencies who constitute Uganda's Anti-Corruption Private Public Partnership joined the rest of the world to commemorate the 2019 Anti-Corruption week running which climaxed on the 9th of December 2019. The government agencies involved included Inspectorate of Government, Office of the Auditor General, Public Procurement and Disposal of Assets, Directorate for Ethics and Integrity, Justice Law and Order Sector and others. Under the theme *"Promoting Accountability for National Development"*, the following are some of the activities for the week:

- *Procession and Launch of the Anti-Corruption week presided over by the Prime Minister*
- *Media campaign - members appeared on various media houses to address Corruption issues*

- *Global Leadership Summit -World Class Leaders made live video broadcast to fuel integrity, passion & skills to anti-corruption activists to 600 locations in 136 countries including Uganda*
- *Secondary School Integrity Debate Championships led by National Debate Council*
- *Boardroom Session with the NPA Secretariat;*
- *Joint Anti-Corruption Dialogues among CSOs and Faith Organisations;*
- *Exhibitions to showcase anti-corruption achievements*

These coordinated actions galvanized stakeholder's efforts to fight the vice, reflect on achievements and generate commitments for more effective anti-corruption actions. It is During these ACW events that UDN launched her Pocket Friendly Inspectorate of Government Act, 2002 Booklet; and showcased most of her publication works on governance.

	
<i>Parliamentary Speaker Hon Rebecca Kadaga was represented by Hon. C. Kenneth Ongalo-Obote (c) to launch the pocket friendly Inspectorate of Government Act, 2002 Booklet. IGG Justice Irene Justice Mulyagonja (R), receives signed copy</i>	<i>Cover screen of the pocket friendly Inspectorate of Government Act, 2002 Booklet published by UDN. The Book Launch Coincided with the national Schools Debate during the 2019 Anti-Corruption Week.</i>
	
<i>UDN staff marching together with other Budget advocacy stakeholders in the budget week procession through Kampala city streets, 5th June 2019.</i>	<i>UDN's Christine Byiringiro displaying materials and publications during the Regional Conference of Heads of Anti-Corruption Agencies at Lake Victoria Serena Golf Resort and Spa in Kigo. UDN is part of the DEI led Gov't – CSO Anti-Corruption Private Public Partnership</i>

Annual Review and Analysis of Development Policies Undertaken – Case of OBS

In a global partnership under the auspices of International Budget Partnership, continued to spearhead the 7th Open Budget Survey (OBS) Assessment Exercise in Uganda, in collaboration with Ministry of Finance, Planning and Economic Development (MoFPED). OBS is a global, independent, comparative fact-based research process that uses internationally accepted criteria to assess and rank governments globally on their budget cycle transparency. Through the study several one on one and group engagements were held with Uganda Government officials, focussing on availability and accessibility of key budget information in the following areas Executive's budget Proposal, Pre-budget statement, in-year reports, mid-year reports, annual reports and audit reports. Furthermore, the OBS assessed the strength of the legislature and the opportunities for public participation in the budget process. This exercise being in the footsteps of the previous (2016 OBS) report where Uganda excelled

it is anticipated that the final report to be released in 2020 will put the country on an even better footing hence increase the level of citizen participation, easier access and budget transparency for better service delivery.



Figure 5: UDN's Imelda Namagga meeting with Mr. Maxwell Ongetho (Director Corporate Services) at the Office of the Auditor General on Loan profiling and Open Budget Survey on 6th March 2019.

Table 1: Matrix For some of the 2019 UDN Workshops / Forums / Engagements

SN	EVENT / PLATFORM	KEY PARTNER
1.	Health and Social Development Committee Meetings to Present Proposals for the NBFP FY 2019/20 organized by CSOs and parliament on 16 th January at Golf Course Hotel,	CSOs and parliament
2.	Education Sector Committee Meeting to present Budget proposals for NBFP FY 19/20 organised by CSO/Parliament on 17th January 2019 at Parliament,	CSOs and parliament
3.	Half day public dialogue on Financing for Social Services organised by EPRC & UNICEF held on 19th February 2019 at Hotel Africana,	EPRC & UNICEF
4.	Taskforce meeting at MFPED to review the Draft Cash Management Policy on 23 rd and 24 th January 2019,	MFPED
5.	CSO Meeting with Parliament Committee on Physical Infrastructure to present proposals for NBFP FY 19/20 organised by CSO/Parliament on 24th January 2019 at Parliament,	CSO, Parliamentary Committee on Infrastructure
6.	75 th State of the Nation Dialogue on Health Financing organized by ACODE on 1 st February at Protea Hotel,	ACODE
7.	Meeting with IMF team from Washington DC on Article IV consultation and the outlook for Uganda on 4 th February 2019,	IMF
8.	National Economy Committee Meeting on Government request to Borrow \$379m to Construct the International Specialized Hospital, Lubowa organized by UDN/Parliament on 21 st February 2019 at Parliament,	CSO, Parliamentary Committee on Economy
9.	8 th Procurement Policy Dialogue organized by MoFPED on 28 th March 2019,	MoFPED
10.	Social Accountability Learning Symposium organized by ACFIM on 3rd April 2019 at Hotel Africana	ACFIM
11.	National Symposium on Money in politics; 11 April 2019 at Speke Resort Munyonyo where Prof. PLO Lumumba was Guest Speaker.	ACFIM
12.	Public Dialogue on the Auditor Generals Reports of 2017 and 2018; 8 th October 2019, Grand Imperial Hotel, Kampala.	DENIVA
13.	Launch of the Integrated Bank of Project organised by MoFPED 18 th April 2019	MoFPED
14.	Joint CSO joint meeting to discuss our engagement in the formulation process of NDP III with NPA on 7 th May 2019,	NPA, CSOs
15.	Meeting with NPA to discuss UDN proposals on DRM on 08 th May 2019 at NPA offices,	NPA, CSOs
16.	UDN represented by the ED at the EURODAD International Conference from 13 th to 14 th May 2019,	EURODAD
17.	Launch of the African Borrowing Charter in Uganda - 16 th May 2019 at Parliament	UDN/AFRODAD, Parliament
18.	Launch of the PPP Unit Disclosure Portal; 22 nd y 2019 at Golden Tulip Hotel	MoFPED and Dfid

SN	EVENT / PLATFORM	KEY PARTNER
19.	Consultative Meeting on the NDP III Strategic direction by NPA on 12 th June at NPA Office,	NPA
20.	9th Public Sector Procurement Dialogue Forum 18th June 2019	MoFPED
21.	Post-Budget dialogue on Challenges of Debt Management in Uganda - week of 24th – 28th June 2019	Uganda Economics Association & EPRC
22.	Various Sectoral Committee meetings with Parliament to discuss issues from NBFP FY 2019/20; 7 th January – 11 th January; Golf Course Hotel	Parliament
23.	Meeting to review the 2016 Uganda Development Cooperation Policy - 5 th July 2019	MoFPED
24.	NSAs Consultative Meeting on the NDP III at Piatto Restaurant - 16 th July 2019	Food Rights Alliance and World Vision
25.	Extractive Industries Transparency Initiative - 18 th July at Imperial Royale	ACODE
26.	Meeting of Non State Actors (NSAs) to review papers submitted by CSO on the NDP - 24th July 2019	UNNGOF
27.	NDP III Breakfast Policy Series II: Value Addition for Inclusive Growth in Uganda - the week of 22 nd – 26 th July 2019,	NPA
28.	Debrief on Technical Assistance Mission on Fiscal Management of Natural Resources - 26 th July 2019 at IMF office/Bank of Uganda	IMF
29.	National Economy Committee Meeting on investigation of \$37m missing from Lubowa International Specialised Hospital Project - 1 st August at Parliament	Accountability Advocacy CSOs; Parliament of Ug.
30.	CSO Consultative Meeting on NDP3:1 st August 2019 - Hotel Africana	UNNGO Forum
31.	Development Cooperation Policy review meeting; CSO issues paper development - 7 th August 2019; Eureka Place Hotel, Ntinda	UDN
32.	National Conference on Decentralization in Uganda - 13 th August 2019 at Hotel Africana	ACODE
33.	Fifth NDP III Breakfast Policy Series; Integrated Financing of the NDP III - 15 th August at Serena Hotel, Kigo	UNDP and NPA
34.	Consultative meeting on Gender Issues in the NDP III - 4 th September at Golf Course Hotel	UWONET
35.	Second CSO Dialogue on National Debt with MoFPED - 17th September 2019 Treasury Building Boardroom	UDN & MoFPED
36.	Conference on Infrastructure and Human Capital Development; Application of the Augmented Debt, Investment and Growth Model - 4 th October 2019 at Serena Hotel	IMF
37.	Launch of the Agricultural Sector Public Expenditure Review 2019; 8 th October 2019 at Protea Hotel	World Bank, MoFPED
38.	Validation meeting on Development Finance Assistance to Uganda; 10 th October 2019 at MoFPED	UNDP and MoFPED

SN	EVENT / PLATFORM	KEY PARTNER
39.	Private Sector Budget Process Thematic Working Group meeting on priorities for inclusion in FY 2019/20 National Budget; 18 th October 2019	MoFPED
40.	Inaugural Meeting on advocacy for budget tobacco control financing on 22 nd October 2019 at UNHCO Offices,	UNHCO & Framework Convention Alliance
41.	Launch of the Population State of Uganda 2019 Report; 23 rd October at Sheraton Hotel	National Population Council and UNFPA
42.	Uganda Debt Capital Markets Workshop organized; 1 st November 2019 at Serena Hotel	Bank Of Uganda
43.	Thematic Working Advocacy Group formation meeting over Public Finance Management Reform; 6 th November 2019 Kasa-Miltu Hotel-Ntinda	CSBAG
44.	Economic Technical Talk on the East African Monetary Union; 8 th November 2019 at Metropole Hotel - Kampala	CSBAG
45.	Sixth State of Equal Opportunities Annual Report Validation Meeting; 20 th November 2019 at Silver Springs Hotel	Equal Opportunities Commission
46.	Transparency & Accountability Initiative (TAI) Meeting on Debt; 2 nd December 2019 in Nairobi – Kenya	TAI / OSF
47.	CSO InterContinental Dialogue on Development Financing and Overseas Development Assistance; 9 th – 12 th December 2019	UDN & Partner CSOs
48.	Quarterly Health sector working group meetings	MOH
49.	Joint Health Sector Review Mission	MOH
50.	National Health Assembly to Reinvigorate Primary Health Care systems and deliver Universal Health Coverage; October 2 nd 2019	MOH
51.	Global Financing Facility Review Meeting	CEHURD
52.	Private Health Sector Convention	Uganda Health Federation, MOH, WB Group & World Bank Group.
53.	CSO and the AU-ECOSOCC Meeting on African Charter on Democracy, Elections and Good governance (ACDEG) 20 th November 2019 - Royal Suites Bugoloobi	East African Civil Society Organisation Forum, ActionAid U
54.	Uganda Evaluation Association Convention 2019 Under the Theme: “From Evidence Generation to Utilization”; Hotel Africana	Evaluation Association Convention and Twende Mbele
55.	International Conference On Development Finance; University of Ljubljana, - Slovenia 3 rd - 5 th June 2019	EURODAD & Economic Justice For All

CITIZENS' EMPOWERMENT AND ENGAGEMENT

STRATEGIC OBJECTIVE: *To strengthen collaboration among 13 civil society groups, Private Sector Associations and local accountability oversight committees for improved service delivery in Uganda by December 2021*

UDN Impact Trickled down through Regular support to Grassroots Based CSOs

UDN partnered with at least eleven (11) grassroots based CBOs, including provision of regular supervision and capacity building. Five were facilitated with quarterly institutional development resources to enable them address administrative and advocacy operational responsibilities as well as coordination of over 900 Community Based Monitors affiliated with them.

CSOs supported by UDN in 2019

1. *Amuria District Integrated Forum - ADDIF,*
2. *Anti-Corruption Action for Sustainable Development - ACASD*
3. *Community Action for Accountability - CAA in Napak,*
4. *Community Driven Advocacy for Integrated Development - CODAID – Uganda in Kamuli,*
5. *Citizens' Concern – Uganda in Kaliro.*
6. *Kanungu Community Efforts for Rural Transformation – KACOERT*
7. *Katakwi District Monitoring Network - KADMON,*
8. *Moroto Community Development Initiative - MOCIDE*
9. *Recreation for Peace and Development - RDP in Masindi*
10. *Bukedea Poverty Monitoring for Accountability BUPOMA; and*
11. *Community Empowerment Initiative – COMEI in Rukiga*

[Designer to Create Graphic for Map of Uganda Where Each of The CSOs Fall]

RDP and COMEI got additional support in form of quarterly sub grants. These forms of support enabled partner CSOs to maintain office premises and meet operational costs as well as follow up commitments made by duty bearers in the districts of operation. Indeed, LG officials and communities in the above areas commend their monitoring and issues profiling interventions as continuously impactful as can be seen in selected Case Change Stories in the Annexe.



Figure 6: Community Based Monitors of COMEI on Voice of Kigezi Radio Talk show over Health Service delivery in Rukiga District

District Partner CSOs Advocacy Capacity Strengthening Sustained

Capacity strengthening for selected district based partner CSOs was sustained through mentorship, supplementation of resources and regular monitoring. UDN specifically organised

follow ups on previous Facilitation of Organisational Learning and Development (FOLD) sessions for 3 Partners - Recreation for Peace and Development - RDP in Masindi; Bukedea Poverty Monitoring for Accountability (BUPOMA); and Community Empowerment Initiative (COMEI) in Rukiga.

Economic Empowerment for CBMs to Boost their Volunteering Morale

In Napak and Moroto 30 Community Based Monitors (18 male, 12 female) who in addition to their routine voluntary monitoring work formed themselves into two VSLA (Village Savings and Loans Associations) were equipped with knowledge and skills on saving money, asset building, accessing small loans and repayment abilities. They went ahead to recruit more members and even register the VSLA at sub county level in preparation to strengthen their self-reliance and where possible tap into government aided income enhancement projects.



Figure 7: UDN's Grace Kobusingye handing over VSLA kits to participants in Napak district (Lopeei & Matany sub counties)

Community Led Development Fostered Through Public Accountability

The partner District level CBOs and affiliated monitors were facilitated to monitor, generate evidence for issues of governance and service delivery and hold sub county level public accountability dialogue meetings attended by 4100 people (2970 men and 1130 women) and 10 district level dialogues attended by 623 people. Out of the total of 113 issues raised through these for a at least 17 had been addressed by end of reporting period.

Peer Review Mechanism – Governance and Service Delivery Benchmarking

UDN supported two Districts of Kanungu and Rukiga to execute Districts Peer Review Mechanism (DPRM) model. DPRM is a participatory system for assessing a range of governance and service delivery indicators across participating districts. The DPRM assessment team that traversed and conducted interviews across the 2 districts constituted a mixed of Technocrats, elected (political) leaders; Retirees, opinion leaders, Private sector, Religious or cultural leadership Community Based Monitors and CSO representatives. The exercise provided learning opportunities and mutually benchmarking for the 2 districts. Like in other districts previously facilitated through similar exercises, accountability was generally found to be highly rated, while service delivery was extremely wanting especially due to inadequate resource allocation form the centre.

The proliferation of districts had adversely impacted central government (CG) transfers and, by extension, the quantity and quality of services delivered by local governments. In 2012, when the number of districts in Uganda was 112, CG was allocating up to 16 percent of the national budget to

LGs. As at the time of conducting the DPRM exercise in 2019, the number of districts has risen to 134 and the CG transfer to LGs had fallen to 11 percent of the FY 2019/20 national budget (i.e. UGX: 38.9 billion). The major outcome of the exercise therefore was for Rukiga and Kanungu to revitalise their district local revenue enhancement plans to give effect to their resource mobilisation objectives.

	
<i>DPRM Assessment Team before Rukiga District Council Hall during a break</i>	<i>UDN's Gilbert Musinguzi (L) receives a copy of the African Peer Review Mechanism Report 2019 from Prof. Simba Ssali Kayunga, Chair of Technical Committee, APRM Council of Eminent Persons. The report was launched at Speke Resort Munyonyo on 20th November 2019.</i>

Women's Natural Resources Rights Reclaimed – The Case of Bukedea

Citizen led Environmental and Natural Resources management reinforced in Teso

UDN facilitated Participatory Monitoring and Evaluation initiatives on the use and management of natural resources (Land, water and forests), in Teso sub region. UDN in liaison with Bukedea Poverty Monitoring Association (BUPOMA) spearheaded Environmental and Natural Resource Management (ENRM) good governance practices especially between CBMs and District Officials (especially Environmental Officer). Outcomes of UDN's ENRM interventions included:

- Establishing an environmental protection desk at 8 Police stations to address emerging ENR issues that had hitherto perennially escalated into conflicts and even killings.
- Linkage of communities with district technocrats stop wetland encroachment and resolving inter-sub county wetland related community disputes by surveying using accurate coordinates for clear demarcations.
- Linkage of communities with district technocrats stop wetland encroachment and resolving inter-sub county wetland related community disputes by surveying using accurate coordinates for clear demarcations.
- Community sensitisation on ENR Management and sustainable utilisation through 14 sub county and district level public dialogues attended by 912 people (387 F, 525M); and through monthly radio programmes where 43 community leaders and 10 duty bearers (29M, 14F) participated in radio talk shows.

- 140 CBMs (59 F, 81M) trained and organized into Natural Resources Advocacy groups; beyond ENR advocacy, they also made self-help initiatives including accession and planting of tree seedlings thus leading by example.

These interventions reignited community led ENR policy support and law enforcement to curb illegal encroachment, enhance community peaceful coexistence and utilisation of natural resources for the benefit of both current and future generations.



Bukedea District Environment Officer Mr. xxx (with Tape measure) and Agricultural Officer Mr. yyy leading demarcation of Apopong - Miroi Wetland in Kolir Sub county in October, 2019

Selected Case Changes

Case 1: Pursuit of a Common Environmental Conservation Vision in Bukedea District

As a way improving access to water and protection of environment, Uganda Debt Network in partnership with Bukedea Poverty Monitoring Association (BUPOMA) conducted capacity building trainings to create awareness and knowledge about protecting wetlands and utilizing natural resources based on the existing legal and institutional framework. The awareness creation meetings dating back to 2018 were attended by both political and Technical sub county and district leadership. During the meetings, a Vision Road Journey (VRJ) Tool was introduced and adopted by community to aid their identification of community needs and plans for 2019 with reference to environmental conservation.

As a follow up mechanism, in January 2019, Community Based Monitors and NR advocacy members began to sensitize their communities about commitments agreed upon VRJ. The VRJ involved participatory demarcation of wetlands and stoppage of rice and sugar cane cultivation in the water catchment area. It highlighted the importance of protecting wetlands and convincing local communities that restoring wetlands was crucial for their livelihoods. TO that end, Sub County and district level meetings were organized and graced by Technical and political leaders including Natural Resources Officer, RDC, and councilors who continued to be supportive of Natural Resources Advocacy groups activities.

Despite some initial resistance including poison threats from wetland encroachers, ultimately the community adopted the move to demarcate eight wetlands. These were Kachede, Takaramiriam, Aclakeweny and Kachabule in Kabarwa sub county; Apopong – Miroi Wetland

in Kolir sub county; Akisim Wetland in Kangole Sub county and Kokonyele-Kokwech and Abitbit wetland in Malera sub county.

Even in places where conflicts had emerged regarding cattle passing through people's land and gardens after some farmers had blocked off public path ways, traditionally recognized cattle tracks were reopened and designated for animals to easily access water and pasture. Reopened community Cattle tracks were Abitbit – Munyoro, Abitbit - Malera and Kocas in Kamutur.

After appreciating the long term benefits of wetland and cattle track demarcation exercises community members started encouraging CBMs and Resources Advocacy Groups to pursue demarcation of wetlands in other localities, including spreading the message beyond district boarders.



Malera Community Sensitization Meeting, November 2019 and



Kabarwa LCIII, Hon Omongot Robert addresses community members on the necessity of Environment Conservation component in Sub county plans





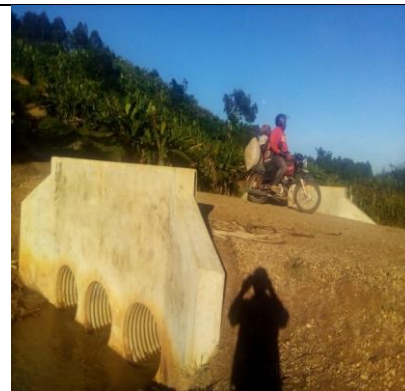
The above pics show opening of Kocas Cattle truck in Kamutur Sub County. (Widow Akol in the middle) showing CBMs where the cattle truck in Kamutur Sub county was previously located and below was the opening of the truck, August 2019

Case 2: District Officials Concede CBMs Petitions over Kanungu District Community Access Roads

In Kanungu most District Community Access Roads (DUCAR) which were worked on had no culverts installed. CBMs raised this in most of the subcounty and district level public dialogues and district leadership committed to base on monitoring reports as evidence of community concern and take action. The deputy RDC asked the District engineer not work on any other project before installing culverts onto the completed ones to ensure value for money and durability of these projects. By end of 2019 some roads had culverts installed and the relative durability is guaranteed. Such roads include Kihiki Town Council- Kihembe Road; and Runyinya-Nyambare - Kirima Road.



Katete – Kambuga Bridge that drowned after UDN monitors had cautioned the District Engineer, Eng. Eric Mutumba



A spot on Kihiki Town Council-Kihembe Road where culverts were installed after Kanungu CBMs petitioned Local government

Case 3: Isimba Dam CSR: Kiyunga HC II Elevated to Level 3; Gets More facilities

at Kiyunga HC II, one Kundera Stephen – Chairperson HUMC, Kiyunga Health Centre (HC) II had this to say, during one of the M&E Outreaches in Kamuli and Kaliro:

We got Kiyunga HC II as a community health facility with support from ActionAid in 2002. This is the only one we have to serve so many people. The CODAID *Kalondoozi's* (grassroots investigators, which is the local description of CBMs from UDN Partner CSOs) had for long pushed for it to be promoted to HC III. Big people we lobbied include Late LCV Chair Baligeya Kaloori, MP Isaac Musumba, Speaker Rebecca Kadaga and others like LCs, DHO, HEPS, Hospice, RITES, Marie Stopes, STAR and Religious Leaders. The Nurse Ms. Zana Regina: We have complained about absence of a maternity; we have a midwife but she can't deliver mothers in the open. We have been informing superiors through HUMCs because for us that is the protocol. Finally, we saw Chinese come to take measurements. We were anxious and finally they have come to do the work, which is ongoing as you see.

A further enquiry established that the expansion project was a form of Corporate Social Responsibility from Chinese Contractors of Isimba Hydro Power Station which is some 2 KM away. Advocacy and development involves many voices and is a culmination of multiple opportunities; the facility had been elevated at a time of the countrywide plan of elevating over 100 HCs from levels 2 to 3 and 3 to 4 respectively. The voices and petitions of CODAID monitors and many players, the government HC promotion roll out and the Chinese CSR – all worked out for the good of Kisosi Health Service delivery.



Kiyunga HC II in Kisozi Subcounty, Kamuli District was elevated to HC III following petitions from CODAID partners. It will have staff quarters, OPD and maternity, serving a population of about 20,000 people. The HC Compound had many blocks and was supply centre for other promoted HCs in the region, namely Mbulamuti 3; Nakadula 4; Buluya 2; and Kiyuga HC II.

Case 3: Erection of Queen Elizabeth National Park Electric Fence Shields Communities

In their routine monitoring, CBMs of UDN's local partner Anti-Corruption Action for Sustainable Development (ACASD), were facilitated to visit communities bordering the Queen Elizabeth National Park in Rubirizi district and they established various problems emanating from the park. These included wild animals destroying their gardens and sometimes killing people as well as cases of park rangers being hostile. ACSD coordinated them to petition government, and beyond Uganda Wild Life Authority that had not heeded their complaints, their issues were profiled nationally to reach the then Minister of Water, Wild life and

environment, Maria Mutagamba, and to speaker of parliament. The monitoring reports and petitions date back to 2014, but finally in 2019, an electric was fence built along queen Elizabeth national park border to secure both sides f the park divide – the animals protected from poachers and the neighboring communities from destructive and dangerous animals as well as ruthless park rangers.

One resident Mzee Zake Dodo Muganda a long term resident of the area neighbouring the park had this to say:

The fence is a great relief to us. Many of our people have died, and I recall them with sadness: Arinaitwe Karare of Kagando Village in Kyabakara Sub county, Bihone of Nyabubare – Mugombwa Kyabakara sub county, Barnabas Bitungwa of Mwongyera Katerera sub county, Bagambe of Kyabakara who was shot while coming from collecting firewood from the park boarder ... and many others. I remember ACSD brought here a minister to listen to our plight”. Let them come and disturb us again and see how they get electrocuted – We have managed them!



Different point of Electric fence perimeter fence separating national park from neighbouring communities



UDN Staff and ACSD based CBMs at Electric Fence Project Billboard in Rubirizi District during M&E Visit



File Photo taken of CBMs with late Minister Maria Mutagamba when they presented her with a petition over park neighbourhood problems in 2014

Community Responsibility to Enhance Transparency and Accountability

The successful execution of Social Accountability and Community Monitoring (SACM) Project under NUSAF 2, (2014 – 2017) culminated into the new Partnership between UDN and Inspectorate of Government (IG),

Community Responsibility, Transparency and Accountability (CRETA) project involves training Community Monitoring Groups (CMG) and supporting them to monitor public service delivery programmes, with special focus on NUSAF 3 sub projects. UDN CRETA implementation area is in Teso, Bukedi and Elgon Sub-Regions, 8 selected Districts (Amuria, Bududa, Bukedea, Bulambuli, Katakwi Namisindwa and Sironko). During the reporting period a total of 1920

Community Based Monitors (142 M, 146 F) organised into 96 Community Monitoring Groups (CMGs) were trained in monitoring subprojects under the third Northern Uganda Social Action Fund (NUSAF³) and other government programmes. To establish the efficacy of the community accountability enhancement intervention and scale up accountability, 48 Community Scorecard exercises were facilitated and they revealed significant improvement delivery of the projects, augmented by community led accountability grievance handling mechanisms.



Figure 8: UDN & Inspectorate of Government (IG) sign MOU for implementation of Citizen Responsibility to Enhance Accountability and Transparency (CRETA) Project. (L-R) UDN's Gilbert Musinguzi, IG's Ps, Ms Rose Kafero and Project Coordinator, Ms Rita Akellowange at Mount Elgon Hotel in Mbale on 7th June 2019



UDN liaised with 5 District based CBOs to equip 100 CBMs and Partner CBO representatives with Digital Monitoring Innovation (DMI) Reporting Application skills. UDN's M&E Officer Jenice Ishimimaana (Standing in left Picture) facilitates DMI Training.

INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT

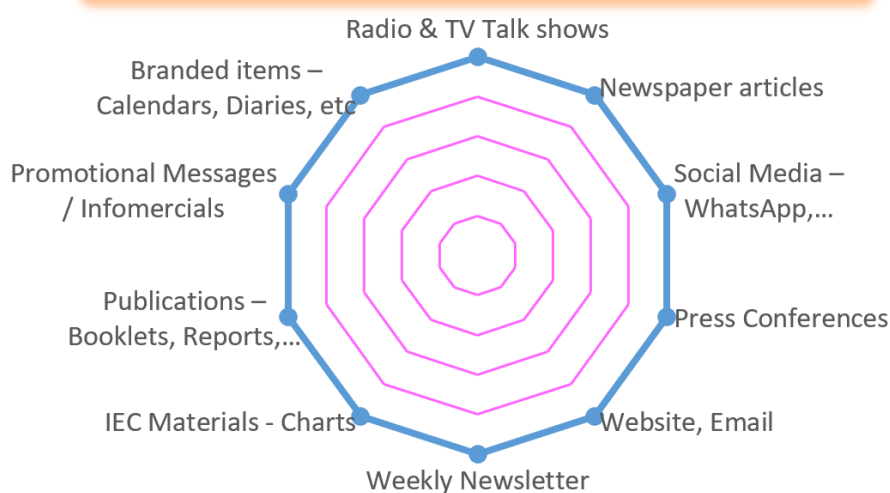
Strategic Objective 3: UDN is a strong organization with solid governance and management structures and systems to deliver high-quality outputs

Information is Power - Keeping Stakeholders Abreast and Engaged on Citizen Priorities

UDN had at least 97 electronic appearances in Uganda's mainstream electronic and print media. Additionally UDN was severally invited by media houses for expert input on discussions akin to policies and practices of Uganda's development financing, debt accountability and service delivery. Partner CSOs upcountry were also facilitated to participate as panellists on local district based FM station live phone in programmes where Community Based Monitors featured alongside technical and political leaders to discuss issues related to governance and service delivery; and engage with their communities over their priorities.

A total of 3,481 stakeholders were sustained on UDN information's update radar through publication and dissemination of multi message information materials which they in turn used to hold their leaders accountable.⁴ The broader global audience of over 5000 contacts was updated on weekly basis about UDN's work through issuance of 52 online newsletters focussing on current topical issues in UDN Mandate, notably on prudent public debt management, citizen cantered budget; transparency and accountability in service delivery and CSO perspectives on public policies and legislations. This was compounded by the regularly updated website linked with active social media apps which attracted a massive following due to the growing interest in issues raised by UDN and partners. Links to some of the UDN media appearances and Newspaper cuttings during the year 2019 can be followed here: <https://www.udn.or.ug/index.php/udn-media/links>.

UDN's Communication Strategy Ingredients



⁴The IECs in question included Quarterly Government budget releases, health care service delivery guide charts, etc

2019 MEDIA ADVOCACY IN PICTURES

 A woman with glasses and a patterned top is speaking on a television screen. The screen shows the CGTN logo and the text 'Africa LIVE' and 'JULIET AKELLO POLICY ANALYST, UGANDA DEBT NETWORK'.	 A man in a suit is speaking on a television screen. The screen shows the text 'UGANDA AMABANJA GAGIRI MU BULAGO'.
<i>UDN's Juliet Akello on CGTN TV discussing Uganda's Debt, 08th January 2019</i>	<i>Research Fellow Sempijja James on Top TV for a talk show on Debt, 14th January 2019</i>
 A man in a suit is speaking on a television screen. The screen shows the text 'TOP AT 7 10.6 TRILLION ALLOCATED FOR DEBT REPAYMENT UGANDA DEBT NETWORK GIVES INSIGHT' and 'LIVE TOP 07:26 PM'.	 A group of people are sitting around a table in a room with a banner that says 'UDN' and 'VISION: A Uganda where people prosper on property, industry and equity managed. MISSION: To generate evidence based policy advice and support the government in its efforts to improve the quality of public services and infrastructure'.
<i>Right: UDN's Gilbert Musinguzi (QAM) sharing insights on Top TV on the 10.6 trillion allocated for Debt repayment after the budget reading for FY2019/20 on 13th June 2019.</i>	<i>UDN's Patrick Tumwebaze (2nd Left) reads statement at UDN offices Ntinda during a CSO press conference over Lubowa hospital financing saga, 22nd February 2019</i>

UDN's Internetworking Improves Legislation and Policy Framework

Leveraging International Platforms to Push Effective Debt Management Agenda

To step up advocacy on prudent debt management, UDN joined other international CSOs in developing a Declaration on the impact of austerity policies which was presented at the WB/IMF annual meeting in Washington DC in October 2019. (Ref.

https://www.globalpolicy.org/images/pdfs/CSO_declaration_on_IMF_October_2019.pdf).

In addition, together with 34 other international CSOs, UDN developed an advocacy position on Debt Restructuring and calling upon IMF on preventing and resolving sovereign debt crises and to stop bailing out reckless lenders, October 2019 (<https://jubileedebt.org.uk/report/preventing-and-resolving-sovereign-debt-crises-stop-bailing-out-reckless-lenders>). This joint international CSO advocacy approach secured audience at the Global level for adoption by IMF/WB to facilitate the creation of a multilateral debt workout mechanism under the United Nations to ensure timely, durable, just and equal treatment in response to sovereign debt crises (<https://www.globalpolicy.org/home/270-general/53144-declaration-of-civil-society-organisations-at-the-world->

bank-and-imf-annual-meetings.htm). The Declaration and position paper have been widely electronically disseminated⁵ for public reference. It is envisaged that the joint advocacy drive by CSOs internationally will compel global bodies to adopt more prudent debt management stance in their assessment of recipient countries including Uganda.

Internetworking on Debt Management Advocacy

Eurodad International Conference on Development Financing: Economic Justice for All

Growing debt, inequalities, poverty and climate change were characteristic aftermaths of the global financial crisis of 2007/08 yet governments continue to ignore the lessons learnt as reforms to the global system remain piecemeal. Increasingly, debt levels are getting high across the world with many countries facing debt crises as ordinary citizens risk paying a dearly for failure to set up global structures to ensure sustainable debt resolution. Eurodad together with Ekvilib Institute co-hosted an International Conference 2019 on Development Financing and Economic Justice for All in collaboration with SLOGA Platform, Focus and EnaBanda. At the conference, leading academicians, practitioners and global civil society experts collectively analyzed the state of the global economic system, discussed the dominant governance structures, and reviewed flows of funding to and from the world's poorest countries. UDN's Patrick Tumwebaze, presented a paper on; Africa's Rising Debt: *Is it time for a Multi-Pronged Approach?* A case of Uganda. This was yet another international partnership opportunity UDN to sustain collaborative engagements and fostering synergies on tackling local, regional, and global challenges.



Figure 9: UDN's Patrick Tumwebaze (ED) participating in the EURODAD international Conference on Development finance; Economic Justice for all. It took place at Faculty of Economics of the University of Ljubljana, in Slovenia 3rd - 5th June 2019

Prudent Debt Management Agenda Consolidated at East African Level

Through an African Regional conference on prudent debt management coordinated by Open Society Foundation (OSF) in collaboration with Transparency Initiative UDN had consultative engagements with debt work experts from Africa, Europe, USA and Latin America. As a drift from traditional sources of development finance such as FDI, ODA WB and IMF deemed increasingly unreliable and inadequate, the conference focussed on generating strategies for eliciting sustainable recommendations to tackle the debt question affecting both less developed and advanced economies. The conference culminated a resolution to sustain collaborative engagements among African Regional and country level organisations working on debt. A four pronged debt advocacy advancement strategic plan was thus generated, with the following ingredients:

- i) Debt transparency & access to information
- ii) Research and technical knowledge on public and sovereign debt

⁵<https://jubileedebt.org.uk/report/preventing-and-resolving-sovereign-debt-crises-stop-bailing-out-reckless-lenders>

- iii) Advocacy and awareness on debt and
- iv) Strategies for effective public participation in the entire debt management chain.

	
<i>Julius in Kigali – Rwanda for Regional Conference on Debt and Development</i>	<i>UDN's Tumwebaze Patrick (4th Left, Rear row) in Nairobi for Reality of Aid Meeting</i>

UDN participation in Financing for Development and CSO Inter-Continental Dialogue on Influencing the OECD-DAC's work on ODA and Development Finance:

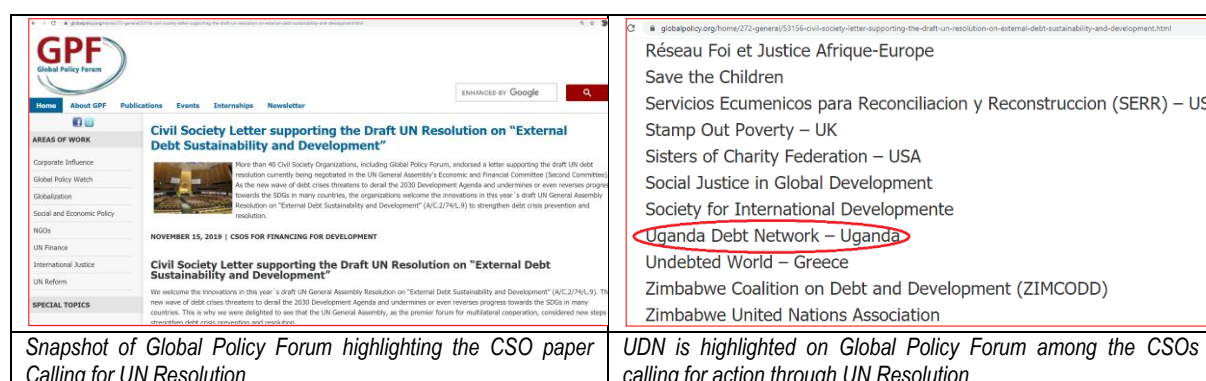
Africa's context for financing sustainable development is continuously reshaped by rapid shifts in geopolitics, technology, climate among other factors. In marking the 5th anniversary since the adoption of the Addis Ababa Agenda for Action (AAAA 2015) and the SDGs, Africa should take time to review its approach towards its global obligations in the achievement of the SDGs with regard to the quality and availability of financial resources. Global trends around key drivers for financing for development remain a major area of concern for Africa. Hence; Reality of Aid-Africa (RoA) – Africa in collaboration with OXFAM convened two meetings on Development Financing for Development and CSO InterContinental Dialogue on Influencing the Organization for Economic Co-operation and Development (OECD) – Development Assistance Committee's (DAC) work on Official Development Assistance (ODA) and Development Finance between 09th – 12th December 2019 which attracted CSO participants from across the African continent with representation from most regions (East African, Southern Africa and West Africa). The objective was to deliberate and consolidate key priorities for Africa on Financing for Development in preparation for the 5 year review of the AAAA 2015 agenda. UDN presented and chaired a session on Debt and Debt Sustainability in Africa to aid the generation of recommendations for CSO engagement on the debt question, and to influence OECD-DAC work towards sustainable development financing in Africa.



Ms. Juliet Akello making a presentation (left) with participants (right) before chairing the session on Debt and Debt Sustainability at the meeting on Financing for Development in Nairobi, Kenya on 10th Dec 2019

UDN Joins Global CSO Call for UN Resolution on Debt Sustainability and Development

A joint CSO paper was produced entitled “Debt Burden Weighing Down on Economies: How is the International Community prepared for Another Looming Global Financial Crisis?”⁶ This was in the wake of the March 2019 cyclone Idai⁷ which claimed over 1,300 deaths in Southern Africa. UDN joined other international CSOs to advocate for better appreciation of international Debt on highly indebted African Countries, with specific reference to Mozambique, Zimbabwe and Malawi. There were a series of engagements coordinated by Global Policy Forum, an independent policy watchdog that monitors the work of the United Nations and scrutinizes global policymaking. As a result, a 50 member global CSO coalition of CSOs and CSO networks moved a unanimous call for action through a UN Resolution on “External Debt Sustainability and Development”. For more on this see: <https://www.globalpolicy.org/home/272-general/53156-civil-society-letter-supporting-the-draft-un-resolution-on-external-debt-sustainability-and-development.html>.



Snapshot of Global Policy Forum highlighting the CSO paper Calling for UN Resolution

UDN is highlighted on Global Policy Forum among the CSOs calling for action through UN Resolution

Inclusive Programming: Mainstreaming Cross-Cutting Issues & SIGs

By virtue of her core values and Policy UDN makes deliberate effort to mainstreaming cross-cutting issues in all her programmes, including Human Rights Based Approaches, Environment, Sustainability and Concerns of Special Interest Groups (SIGs). In 2019 we had two running partnership projects that were directly inclusive of Special Interest Groups and Environment: One with Trocaire on environmental

⁶ The UDN Paper contributing to the process can be found here: shorturl.at/sxLST

⁷ The long-lived storm caused catastrophic damage, and a [humanitarian crisis](#) in Mozambique, Zimbabwe, and Malawi, leaving more than 1,300 people dead and many more missing.

and Natural Resource Rights and Accountability (*“Securing Women’s’ Resource Rights”*); the other of Child Centric Planning and Budgeting with Save the Children – (NORAD).

UDN is always keen on active participation of different categories of marginalized groups and this is reflected in the deliberate representation and participation of marginalized groups, in the local communities. Notable ones include Women, youth, elderly, People with Disabilities, and people living with HIV/Aids. They actively participate in monitoring so as to identify service delivery gaps specific to them and front their special priorities for redress. This has been possible because representation of the minority and marginalized groups is one of the key selection criteria for UDN CBMs. Deliberate effort was taken to integrate gender issues and needs into planning, budgeting and implementation in line with UDN’s Gender Policy, and encouraged participation of vulnerable groups like women youth and persons with disabilities in UDN supported activities and government processes. UDN’s CBMES approach also encourages participation of male and female youth to front their special priorities concerning the status of implementation of Government programs within their localities, and the gaps therein. As a deliberate effort in this direction, UDN invites the youth during mobilization and indicates this at registration to ably map out the concerns raised by these groups for redress by the local leaders, and to easily follow up on whether their concerns are addressed. During the National Budget advocacy interventions, UDN championed pro-poor and pro-gender budget proposals into the national budget for consideration at national level.

Documentation and Learning from Experience for Continuous Improvement

CAO Applauds CCK: The Kaliro District CAO Mr. Fred Kizito Mukasa, (0772655373, Sec – Kasanvu Stanley 0757727436, 0781356919 E-mail: fkizitom@yahoo.com) had the following to say about CC-K:

Mr. Isiko and his people are helping us. They monitor and we monitor. We get their report and when they have issues we follow up on them. For example, there is one of our staff whose performance they queried. After investigation we found it was true. I interdicted him. Actually I met him this morning as I was reinstating him. He was asking for his arrears and I told him that that won't be possible. Forfeiture is part of the punishment. Nowadays we monitor to verify; we have adopted the saying that "If you don't inspect you should not expect". Your monitoring has been an eye opener. I have asked the Principal Assistant Secretary (PAS) Mr. Yusuf Akubonabona to ensure that CC-K should always be invited in our Technical Planning Committee Meetings (TPCs) so that they can tell us their findings and we act on them.



Kaliro CAO Mr. Mukasa (behind table) told PAS Mr. Yusuf Akubonabona (Flowered shirt, next to CAO) to enlist Citizen's Concern (CC-K) as a regular of the Technical Planning Committee due to their evidence based monitoring reports. Left is UDN's Quality Assurance Manager Gilbert Musinguzi, Right are CC-K's Stella Balaba (Secretary) and Paul Isiko (Chairman)

LOOKING AHEAD: KEY ISSUES TO FOCUS ON FOR 2019

-  Pan African conference on alternative financing for health and Road Sectors
-  National Conference for DPRM that brings together participating MDALGs
-  Open Budget Survey (OBS) 2019 Report production and Launch
-  Expanded Research and Advocacy
-  Scaling up Community led Monitoring and reporting for transparency, accountability and improved service delivery; Expanding NUSAF 3 CRETA Operational Districts
-  End Term Review of the UDN 2017 – 21 SAPP
-  Maximal Harnessing the potential of mass media to reach millions with Prudent resource generation and utilization messages
-  Generation of policy and legislative proposal inputs, including Sovereign Debt Restructuring
-  Extending the Horizon – Engagements for strengthening East African Civil Society Forum.

Figure 10:UDN FOCUS FOR 2020

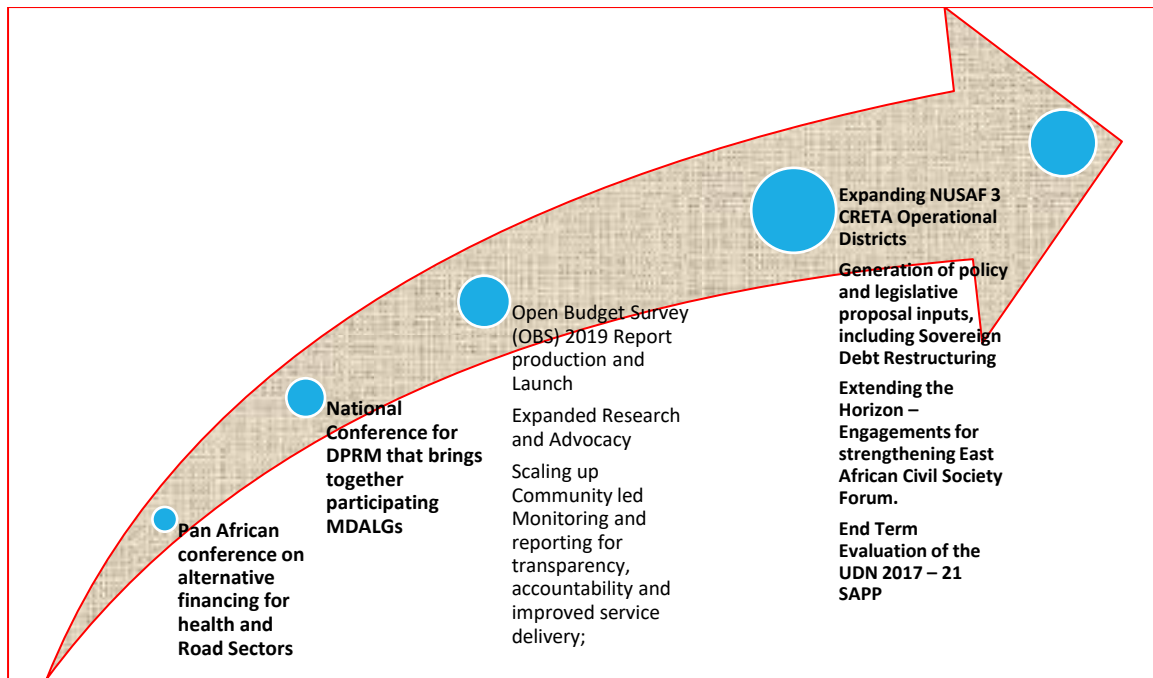


Table 2: STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED DECEMBER 31, 2018

PARTICULARS	FY 2018 (UGX)	FY 2017 (UGX)
INCOME		
Grant Income	3,697,970,048	3,494,798,657
Membership Fees	6,588,200	6,371,400
Interest Received	7,594,603	773,889
Donation in-kind - DGF	311,077,000	-
TOTAL INCOME	4,023,229,851	3,501,943,946
EXPENSES		
Program 1 / Governance and Rights	889,078,307	1,085,818,407
Program 2 / Capacity Building and empowerment	1,648,070,809	1,619,639,516
Program 3 / Institutional and Organisational Development	780,370,137	624,477,673
Payments made on behalf - DGF	311,077,000	-
Refund to DCA	-	5,008,200
Total expenditure	3,628,596,253	3,334,943,796
Surplus before exchange gain/loss	394,633,598	167,000,150
Exchange loss	(4,339,986)	(2,708,119)
Surplus for the year.	390,293,612	164,292,030

Table 3: STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2019

PARTICULARS	FY 2018 (UGX)	FY 2017 (UGX)
ASSETS		
Non-current Assets		
Plant, property and equipment	2,274,812,927	2,010,925,616
Current assets		
Cash and bank	325,639,909	47,204,797
Debtors and Prepayment	124,419,903	40,228,937
Endowment Fund Deposit Account	8,925,855	5,849,605
	458,985,667	93,283,339
TOTAL ASSETS	2,733,798,594	2,104,208,955
FUNDS AND LIABILITIES		
FUNDS		
General Fund	(498,154,747)	(468,022,793)
Capital Fund	2,274,812,926	2,010,925,616
Restricted Fund	455,884,859	46,379,356
	2,232,543,038	1,589,282,179
LIABILITIES		
Non-current Liabilities		
Bank loan - payable after 12 months	287,752,744	320,147,826
	287,752,744	320,147,826
Current Liabilities		
Accruals and Payables	91,218,966	72,495,104
Bank loan - payable within 12 months	122,283,846	122,283,846
	213,502,812	194,778,950
TOTAL FUNDS AND LIABILITIES	2,733,798,594	2,104,208,955

The Financial Statements were approved by the Board of Directors and were signed on its behalf by:

.....
Hon, Fred Jachan Omach
BOARD CHAIRMAN

.....
Ms. Christine Mubiru
SECRETARY BOARD OF DIRECTORS

Table 4: STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED DEC. 31, 2019

PARTICULARS	CAPITAL FUND (UGX)	GENERAL FUND (UGX)	RESTRICTED FUND (UGX)	TOTAL (UGX)
Balance at 1 January 2017	1,974,626,312	(557,848,124)	81,911,607	1,498,689,795
Additions during the year	21,176,593			21,176,593
Transfer from restricted fund		5,008,200	(5,008,200)	-
Adjustments on reserves		(79,474,900)		(79,474,900)
Surplus for the year		164,292,030	(30,524,051)	133,767,979
Depreciation charge for the year	(85,181,145)	-	-	(85,181,145)
Capitalisation of interest	100,303,855			100,303,855
Balance as at Dec. 31, 2017	2,010,925,615	(468,022,794)	46,379,356	1,589,282,177
Balance as at January 01, 2018	2,010,925,615	(468,022,794)	46,379,356	1,589,282,177
Additions during the year	313,077,000	-	-	313,077,000
Capitalisation of interest	89,888,764	-	-	89,888,764
Depreciation charge for the year	(139,078,452)	-	-	(139,078,452)
Transfer from restricted fund		3,769,817	(3,769,817)	-
Adjustments on reserves		(10,920,062)	-	(10,920,062)
Surplus for the year		(22,981,708)	413,275,320	390,293,612
Balance as at Dec. 31, 2018	2,274,812,926	(498,154,747)	455,884,859	2,232,543,038

Table 5: STATEMENT OF CASHFLOW FOR THE YEAR ENDED DEC. 31, 2019.

PARTICULARS	FY 2018	FY 2017
Cash flows from Operating Activities	UGX	UGX
Surplus for the period	390,293,612	167,000,150
Adjustment on reserves	(26,814,528)	(96,230,455)
Add:		
Depreciation	139,078,452	85,181,145
Donation in-kind	311,077,000	-
Exchange loss/(gain)	4,339,986	2,708,119
Cash flow before working capital adjustments	817,974,522	158,658,959
Movement in Working Capital		
Increase/Decrease in Loans and advances		-
Increase in endowment funds	3,076,250	(166,100)
Decrease in long term loan	(32,395,082)	(3,649,255)
Increase in advances	(84,190,966)	(32,713,937)
Increase/Decrease in Accruals and Payables	(18,723,862)	(431,412)
	(132,233,66)	(36,960,704)
Total Cash flow from Operating activities	685,740,862	121,698,255
Cash flow from Investment Activities		
Purchase of land and building	(89,888,764)	(100,303,855)
Purchase of furniture	-	(2,540,000)
Office Equipment	(50,257,000)	-
Purchase of motor vehicle	(206,720,00)	-
Purchase of computers	(56,100,000)	(18,636,593)
Total Cash flow from investing activities	(402,965,76)	(121,480,448)
Cash flow from Financing Activities		
Exchange loss/(gain)	(4,339,986)	(2,708,119)
Total Cash flow from Financing Activities	(4,339,986)	(2,708,119)
Increase/(Decrease) in cash and cash equivalent	278,435,112	(2,490,312)
Cash and Cash Equivalents for the beginning of the year	47,204,797	49,695,109
Cash and Cash Equivalents for the end of the year	325,639,909	47,204,797

Our Human Resource - UDN 2019 Secretariat Staff Lineup

	STAFF	Title	
1.	Patrick Tumwebaze	Executive Director	
2.	Julius Kapwepwe	Director of Programmes	
3.	James Rembo	Finance and Administration Manager	
4.	Gilbert Musinguzi	Quality Assurance Manager	
5.	Jude Odaro	Program Manager (CEE)	
6.	Imelda Namagga	Program Manager (PAG)	

7.	Juliet Akello	Policy Officer	
8.	Christine Byiringiro	Program Office (PAG)	
9.	Esther Mufumba	Program -Officer (CEE)	
10.	Grace Kobusingye	Program Assistant (CEE)	
11.	Jane Frances Naiga	Human Resource Assistant	
12.	Peace Nambooze	Finance Officer	
13.	Ritah Nakkusi	Accounts Assistant	
14.	Ruth Aanyu Epetai	Administrative Secretary	

15.	Peninah Mbabazi	Programme Assistant (PAG)	
16.	Jenice Ishimimaana	M & E Assistant	
17.	James S		
18.	Michal Mugisha		
19.	Priscilla Naisanga	Communications Assistant	
20.	George Matovu	Transport & Logistics	

21.	Nicholas Tayoleke	Driver	
22.	Daniel Achol	Security	
23.	Samantha Byarugaba	Associate Intern	
24.	Jacob Opio	Communications Intern	
25.	Kenneth Okello	Part Time IT Consultant	
26.	Jina Sitaraya		