



ANNUAL REPORT 2020

Debt Advocacy: Riding Against Covid 19 Challenge

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LIST OF ACRONYMS AND ABBREVIATIONS

ACRONYM	DESCRIPTION
ABH	Advocacy for Better Health Project
AFDB	African Development Bank
AFFCAD	Action for Fundamental Change and Development
AFRODAD	African Forum and Network on Debt and Development
BOU	Bank of Uganda
CBMES	Community Based Monitoring and Evaluation System
CEE	Citizens' Empowerment and Engagement
COSASE	Parliamentary Committee on State Authorities and Enterprises
DDI	Domestic Direct Investment
DGF	Democratic Governance Facility
EOC	Equal Opportunities Commission
EURODAD	European Network on Debt and Development
FDI	Foreign Direct Investment
HLM	High Level Meeting
IDB	Islamic Development Bank
IEC	Information Educational and Communication
IGFTP	Intergovernmental Fiscal Transfer Programme
IMF	International Monetary Fund
LCSCI	Local Council Score Card Initiative
MDALGS	Ministries, Departments, Agencies and Local Governments
MGLSD	Ministry of Gender, Labour and Social Development
MOFPED	Ministry of Finance Planning and Economic Development
MOPS	Ministry of Public Service
MOWT	Ministry of Works and Transport
NPA	National Planning Authority
OECD	Organisation for Economic Development and Co-operation
OPM	Office of the Prime Minister
PA	Program Areas
PTA	Parents - Teachers Association
SDGS	Sustainable Development Goals
SMC	School Management Committee
SO	Strategic Objectives
SSCoS	Strengthening Social Cohesion and Stability in Slum Populations
UGX	Uganda Shillings
UK	United Kingdom
WB	World Bank

PROLOGUE: A WORD FROM UDN'S BOARD CHAIRPERSON

Dear Reader,

As the Board of Directors¹ of Uganda Debt Network, we recognise that the year 2020 was critical in the of UDN since it is the 2nd last year in implementation of the current Strategic Programme and Plan (2017-2021SAPP). With the lessons from previous period, 2020 was key in the scaling up of interventions. It was key in consolidating new work methods and strategic approaches for UDN to continually and progressively meet the expectations of the diversity of Stakeholders: Governments at Sub-national and Central Government, Development Partners, Research and Academia, community members, civil society fraternity, Media and others.

Yet we are glad that on behalf of the UDN membership, we the Board played our various roles and successfully steered the organisation, while focus on both the “campus” and the “radar” guided by the UDN Vision and Mission.

We feel highly honoured to be part of such a robust organisation, at least for two reasons;

- a. The cause and mandate of UDN – public debt continues to be a serious national concern because it of its continued escalation close to the threshold of unsustainability. As a national patriotic duty, we all must sustain efforts to ensure that national resources (borrowed or internally generated) are prudently managed.
- b. Our secretariat team that coordinates efforts to is doing a commendable job, as highlighted in this report.

Had it not been the Covid 19 pandemic, much more would have been achieved.

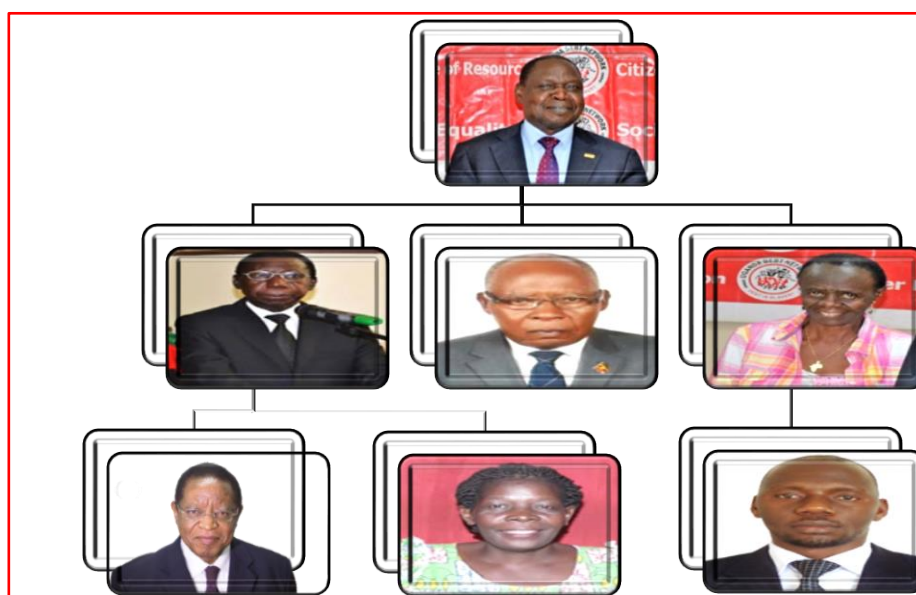
But the newly adopted approach of doing most of the things in a scientific manner means that we shall fully adapt and by next year we shall have performed wonders.

It may be a blessing in disguise because when we get there we might need less resources and still manage to do more since after all we have had some constraints with resources.

As the board we pray for better times as we prepare for hard times, and we encourage all our stakeholders to do the same.

For God and My Country.

Fred Jachan Omach – Board Chairman.



¹ **Top – Bottom, L-R:** Mr. Fred Jachan Omach (Chairman); Mr. Edward Gaamuwa (Vice Chairman); Mr. Cristopher Iga (Treasurer), Ms. Christine Mubiru (Secretary); Prof. Ezra Suruma (Member); Ms. Stella Obel Nyakecho (Member); Mr. Walter Okot (Member).

FOREWORD FROM THE EXECUTIVE DIRECTOR



This is the fourth Report for the Strategic Programme and Plan (SAPP 2017 – 2021). During the reporting period we sustained the three pronged programme area implementation approach - Policy Analysis and Governance - PAG; Citizens' Empowerment and Engagement – CEE and Institutional and Organisational Development - IOD.

The year 2020 was the year to reckon with because events of Covid 19 rocked the world and both government departments, private sector organisations and civil society including UDN was not spared.

No sooner had the year began than reports started streaming in about the new disease. By mid-march when the disease had been declared a pandemic by World Health Organisation the vibrations reached Uganda.

A lock down was declared by the president and even when it was lifted, normalcy could not be restored.

As the pandemic was decimating the people, time for presidential and parliamentary elections set in. The ministry of health issued guidelines which were endorsed by the president and the country had the double challenge of observing standard operating procedures and conducting elections.

The issue of national debt became even more rife because the country, with its already meagre resources could not handle the financial and material demands of providing required services of treatment and prevention, and later vaccination.

Parliament authorised a number of loans to address Covid 19; UDN had just been at the forefront of global debt relief engagements and these continued, mainly on line.

That is when some developments started unfolding – issues of scientific operations including weddings, worship, meetings and the like.

While a number of achievements were registered using conventional means, many more were achieved through zoom which became the order of the day.

We as UDN and the CSO fraternity take the opportunity through this report and other means before to commiserate with all our stakeholders including development partners, government, partner CSOs and the community at large, because Covid 19 affected everyone in one way or the other.

Please take this report as a humble contribution for propitiating your mind from the pandemic stress, because a number of commendable achievements were registered despite the unprecedented disruptions.

I take the opportunity to thank all our partners and my team for all that was done and all that we are set to do admit the new paradigm shift.

Enjoy reading the report.

A blue ink signature of Patrick Tumwebaze.

Patrick Tumwebaze – Executive Director

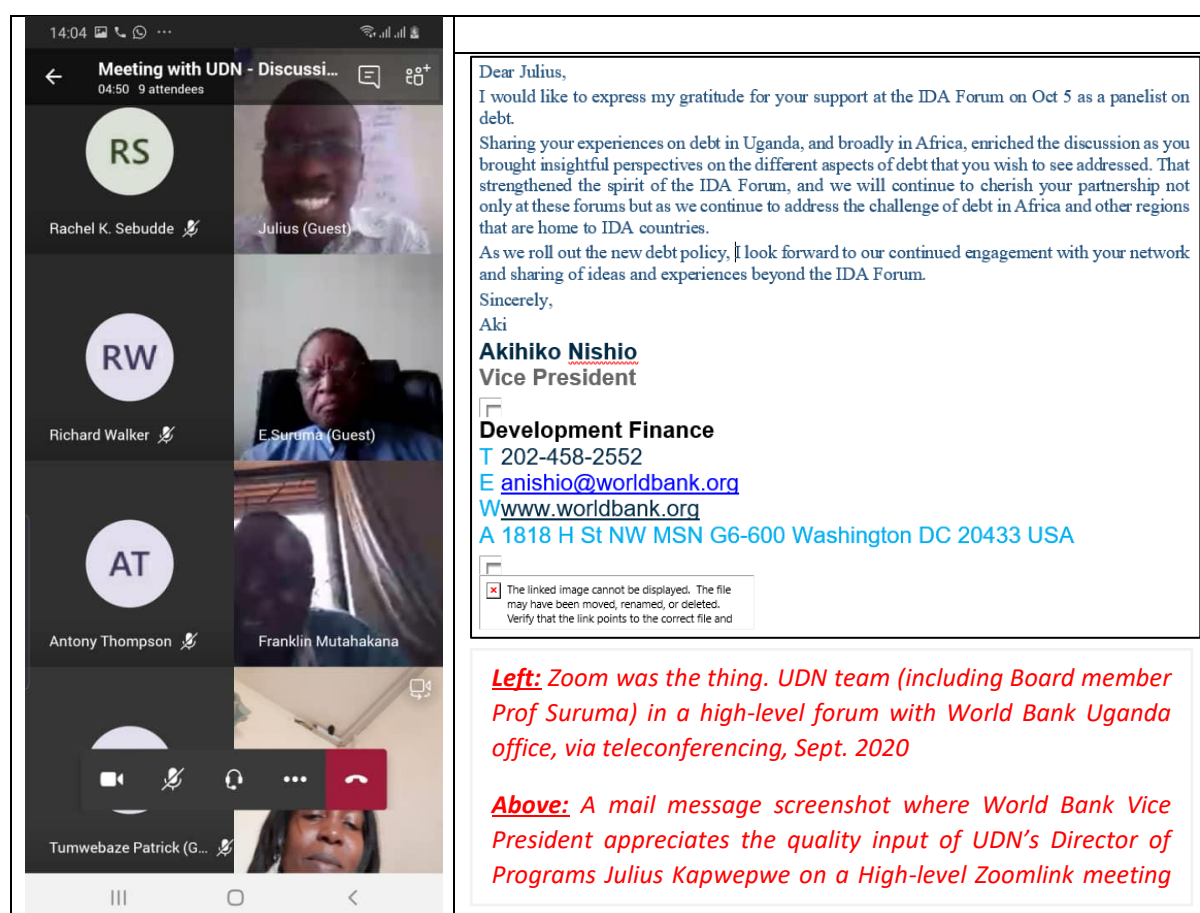
BACKGROUND AND REPORT OVERVIEW

The year 2020 was the second in implementation of UDN's 5th Strategic Advocacy Programme and Plan (SAPP), 2017-2021. To this end, the report presents a synopsis of the contribution of UDN in respect to 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 organised based on the UDN programs, overall 2020 plans and results (immediate impact) in regard to citizens' ownership of Government programs, influencing the generation and utilisation of public resources, as well as policy arena at various levels.

PROGRAMME AREA 1: POLICY ANALYSIS AND GOVERNANCE- PAG

Strategic Objective 1: To enhance the capacity of citizens and civic organizations to engage in public debt and development frameworks at local, national, regional and international levels.

Selected Pictorial on Policy Analysis and Governance Achievements



Leveraging Civil Society Influence On Debt and Development Policy

	
Vernacular TV coverage screenshot after press conference on Debt Cancellation call. It reads: They [CSOS] want Uganda's debt cancelled:	Sections of the press present Ref: https://youtu.be/7oznNO rIMw

Researches and Publications

UDN produced a research paper on Covid-19 and debt management titled *"Covid-19 Debt Analysis & Policy Options July 2020"*. This was uploaded on the UDN website. The paper is part of the information materials used² for reference by the general public. There were various public call-ins seeking information especially on debt, which demonstrates that UDN's work had wide publicity.

An analytical discussion paper was developed on *"Uganda: Current state and outlook on Debt, October 2020"*. The paper which highlights the state of Uganda's economy and shared attendant global, national policy and programming actions was presented to the IMF by UDN on 22nd October 2020. It amplified UDN advocacy stance on debt at various levels.

Civil society organizations continued to influence external debt and publicly-acquired Private debt policies and processes for sustainable development.

As part of her evidence-based advocacy on management of debt resources UDN accessed analysed and periodically shared with UDN stakeholders nationally and at grassroots relevant updates on selected loans and other relevant information from Parliament. This was mainly through Weekly Newsletters and targeted meetings with stakeholders.

Policy Proposals to government and development partners adopted

UDN Participated in Sector Working Group meetings and also with some Development Partners MDALGs. Through such forums a number of proposals were fronted and some taken on by respective MDAs. The SWG meetings included those on roads, Health sector and education. In the road sector, 3 of the proposals for input to the National Transport Policy were taken on by the Ministry of Works and Transport.

High Level Engagements on Debt

UDN had various engagements with high-level institutions at national, regional, continental and global levels on debt cancellation including German Development Finance Institution (DEG), IMF,

² The paper had been downloaded 37 times by the public as at 2nd February 2021.

World Bank, IDA, Bank of Uganda and MoFPED. UDN was also part of the Global Debt cancellation campaign³.



Figure 1: Sections of the press present Ref: https://youtu.be/7oznNO_rIMw

Advocacy for pro- People Budget continued to yield results

UDN galvanised the support of likeminded CSOs in pre- and post-budget dialogues to develop and share with relevant MDAs including MoFPED, Ministry of works, Parliamentary committees and others. The CSO Budget position paper for FY 2020/21 had 36 proposals. Such combined efforts resulted in Government withdrawal and realignment of the FY 2020/21 budget to accommodate fundamental missing issues especially in the COVID 19 pandemic context.

³ <https://jubileedebt.org.uk/a-debt-jubilee-to-tackle-the-covid-19-health-and-economic-crisis-2> (National level institutions, no. 195); Developed a UDN statement for debt cancellation; Letters to embassies calling for debt cancellation; meeting on global debt cancellation (organized by Jubilee debt campaign); newsletters (March 25th -30th June).

Out of 29 proposals, fronted to the MoFPED by UDN and other members of the Tax Justice Alliance (TJA) nine ⁴ were taken up.

Open Budget Survey 2020 results Launched

In partnership with International Budget Partnership, the Open Budget Survey 2020 results were launched⁵ and disseminated nationally and to the global audience. The launch received wide coverage⁶ and generated discussions on electronic, print and social media fora. See various related links under media appearances. As a result of the OBS study MoFPED continued to recognise UDN's initiative and undertook to actively engage OAG and Parliament to drum up citizen's participation in budget processes and improve Uganda's score.

INFLUENCING PUBLIC SECTOR BUDGETS, OUR RESPONSIBILITY

UDN in 2020, through joint and independent budget advocacy fronts, achieved a degree of success in influencing Government budget transparency towards more participatory, accountable and inclusive outputs and immediate outcomes in Uganda.

Over the reporting period UDN directly and jointly with partners participated in over 15 National budget consultative forums, Sector Working Group meetings, plus pre-and-post budget national dialogues. Jointly under the auspices of the Civil Society Budget Advocacy Group (CSBAG) at regional budget forums. Independently, UDN supported local CSOs, Community Based Organisations, Private Sector Associations and Community Based Monitors drawn from 20 districts to enable them use the platform to air out their community priorities.

⁴ i). Fulfilling the promise of salary enhancement for teaching and non-teaching staff in primary, secondary and public universities ii). Clearing domestic arrears in the Q2 of FY2020/21, UGX 400bn was released to clear the verified arrears. iii) The Medium Term Revenue Strategy, targeting to raise the ratio of revenue to GDP to 18% of a five year period; iv) The need for Government to provide tax exemptions on key healthcare items required during this period; these include hospital gloves, masks and protection gear that will be used during this period to curb the COVID-19 pandemic v) instead of offering tax cuts or tax breaks, government should consider allowance for deferred payment of the taxes, vi) All travels to and from the country, Government should redirect funds meant for Government travels during this period to cater for the country's needs during the pandemic vii) Tax relief measures on medical equipment and Investment in healthcare services and access to medical equipment viii) Tax cuts/relief due to the economic hardships during the COVID-19 pandemic ix) Taxation of the Digital Economy after the COVID-19 Pandemic – URA is digitalization of tax collection

⁵ Uganda Open Budget Survey Report; <https://www.udn.or.ug/index.php/resources/research-and-review-papers/423-open-budget-survey-report-2019-uganda>, Open Budget Survey Press Statement: <https://www.udn.or.ug/index.php/udn-media/press/424-release-of-the-2019-open-budget-survey-obs-results-for-uganda/file>, Global Report: <https://www.internationalbudget.org/open-budget-survey/open-budget-survey-2019-0>, <https://www.facebook.com/519777448110226/posts/3180710835350194/>

⁶ **Televised Proceedings of the 2019 Open Budget Survey Result Launch for Uganda:** Open Budget Survey Result launch for Uganda https://youtu.be/VDQ_2d5kftU **Print Media:** Uganda Ranks Top in East Africa for Open Budgeting Process. <https://editions.visiongroup.co.ug/html5/reader/production/default.aspx?pubname=&edid=7bbe811c-c700-40b2-9ebb-a3229f88a748&pnum=42> Uganda drops in budget transparency survey. <https://www.independent.co.ug/uganda-drops-in-budget-transparency-survey/> Budget survey shows a decline in transparency. <https://www.newvision.co.ug/news/1522450/budget-survey-decline-transparency> **Television Talkshows; English UBC TV;** Insight into Uganda's 2019 Open Budget Survey results. <https://youtu.be/NTe3Mz93t4> **Smart TV;** Understanding Uganda's 2019 Open Budget Index Transparency. <https://youtu.be/DOHRIwioxVM> **Urban TV;** Budget Accountability Practice Taking a case study for Uganda Open Budget Survey 2019 <https://youtu.be/PZcc8DzN0Aw> **Luganda; Gugudde TV;** Okukubaganya ebirowoozo kubyenfuna By'Eggwanga Open Budget Survey 2019 <https://youtu.be/5yIEbqJv5pg> **Television News stories; English: NTV;** Uganda ranks 2nd in Africa (Open Budget Survey 2019) <https://youtu.be/Sp5PmJ24CTw> **NBS TV;** Uganda's 2019 Open budget Survey Results Released <https://youtu.be/3rat4wUxBWY> **NOW TV;** Uganda's Budget Transparency continues to decline. <https://youtu.be/fbL6a84ba5Y> **UBC TV;** Budget Transparency Uganda Ranks 36 out of 117 countries <https://youtu.be/en3ujUBvLQ0> **Record TV;** Obulambulukufu muu mbalirira eyeegwaanga <https://youtu.be/Q11GOAdbuWs> **Gugudde TV;** Okunoyereza kubikwata kumbalirira https://youtu.be/rOakM_pqb0E



UDN ED submits proposals at National Planning authority meeting. The meeting was widely covered by media including Poular

UDN's Imelda Namagga R(2nd right) was part of the high level panel during the 2020 joint CSO Prebudget Dialogue

Influence for Increased Government Budget Transparency Protracted

UDN in 2018 continued to engage with Government, including witnessing the Quarterly release of funds through Ministry of Finance to Government institutions, towards greater budget transparency in Uganda. This enhanced public awareness on budget implementation status, through information dissemination by UDN and other partners to their respective constituencies. The interaction also enhanced the visibility of UDN work as a credible partner with Government. UDN will in the fore-going continue to harness the efforts of relevant actors and platforms for collective advocacy position and mutual partnership with MoFPED.

UDN representatives spearheaded and coordinated CSOs - MoFPED Debt Forums in conjunction with Debt Policy and Issuance Department. Notable among those was the meetings on Resource Enhancement and Accountability Programme (REAP) planning meetings for Sustainable Debt Management reforms for FY 2021/22 - 2022/23. Such meetings continued to strengthen partnership and networking between UDN and partners (both Government and CSOs) in the advocacy drive for good governance.

The future Leaders' Lives Matter - Catering for our children

UDN conducted a Review of the child responsive budgeting from which successes and challenges faced by various stakeholders were documented in the resultant *Child Responsive Budgeting Toolkit*, copies of which were published and disseminated. As a result of the child centred advocacy there is significant improvement in the Gross Enrolment Ratio (GER) and Net Enrolment Ratio (NER) in Primary Schools⁷ where UDN has been working in partnership with Save the Children Uganda. These education gains have led to an overall increase in the country's literacy rate⁸ and average years of schooling from 4.7 to 6.1 over the same period.

A Research was also undertaken Gulu, Moroto, Nabilatuk, Amuru districts on "*Tracking Universal Primary Education (UPE) Capitation Investment and Financing versus Options*". The study served as a springboard for dialogues with government (Ministry of Education and MoFPED and others) on key emerging issues of the need for reinvigorating school feeding programmes and revival of school gardening programmes.

Researches and Studies Conducted to Inform Evidence Based Advocacy

- A study on "*Review and Assessment of Recurring Unspent Funds at Sector and Local Government Levels*"

⁷ from 117% and 93% in 2015/16 to 111% and 94 % in 2017/2018, respectively

⁸ from 70% in 2012/13 to 74% in 2016/17

- UDN presented a paper at a meeting on prudent debt management in the EAC and SADC regions on 15th December 2020. It was entitled *“Insights on public investment and Debt Sustainability in Uganda”*.
- Paper presented at NDP HLF - *“CSOs call for budget policy shift from high public sector management cost to healthcare and production sectors under NDP II in Uganda”*



St Jude primary school Nakawa Teacher, Ms. Racheal Namugabo reads the EPE Research publication



Citizens' Actions for Rational Use of Public Resources and Against Corruption Sustained

In broader the advocacy for accountability frontiers for public resources at sub-national and national levels, UDN continued to engage with Government in the struggle against corruption in in Uganda. This was particularly in solidarity with some of the Government institutions: Parliament, Inspectorate of Government, Directorate of Ethics and Integrity, Inter-Agency Forum and others. Individually and through working with others, below is a highlight of the selected areas of UDN contribution against corruption in Uganda.



President Museveni was the chief walker along Kampala Streets in the Match Against Corruption during the 2020 anti corruption week



UDN's Governance and Rights Programme Manager Christine Byiringiro giving media interviews during the CSO joint briefing on the 2020 Anti Corruption week at Royal Suites Bugolobi – Kampala

PROGRAMME AREA 2: 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*

Grass-Root Structures Strengthened and Sustained; Citizens' Priorities Profiled Monitoring and Reporting Capacity for LG Official Structures Strengthened

Organizational Learning and Institutional Development for UDN Partners

While UDN is a robust and advocacy NGO, ability to deliver on her mandate heavily relies on key stakeholders. District based partner CSOs and CSOs offer a unique window of directly reaching the common person the grassroots where issues of accountability and service delivery are pivotal. To that end, UDN continued to build capacity of CSOs so as to sustain the linkages. Organizational Learning and Development support was extended to CBO and CSO representatives in Rukiga, Bukedea and Masindi districts.

PARTNERSHIPS AND NETWORKS

CSO Capacity Enhancements

UDN had a series of interface meetings and organisational development support engagements and institutional development sub grants for essential administrative and operational programmes for nine (9) partner CBOs based close to social service delivery points in the communities. The CSOs / CBOs include Bukedea Poverty Monitoring Association (BUPOMA), CODAID – Uganda in Kamuli, ACSD in Rubirizi, KAKOERT in Kanungu, ADDIF in Amuria, KDDIF in Katakwi, CAA in Moroto, Recreation Development for Peace and COMEI in Rukiga and one Kapelebyong CSO. They were thus able to maintained office premises, meet operational costs as well as follow up commitments made by duty bearers during public Accountability forums in respective LGs.

At least 190 people (117 males and 72 females) including youths were directly supported on key areas including the following:

1. Participation in Regional Budget Conferences where Community based Monitors (CBMs) had interfaces with Ministry of Finance during regional Budget conferences;
2. Conducted CBMES Training for 36 CBMs (CBOs, men, Women & Youths) in Kapelebyong
3. Refresher Trainings on CBMES model for 90 CBMs (56 men and 34 women) in Amuria; Napak and Moroto.
4. Facilitating 60 CBMs (36 males and 24 female) to regularly Participate in LG meetings at parish and Sub-county Budget conferences as well as LCIII and LC V council meetings.



The UDN ED, Mr. Patrick Tumwebaze addressing trainees of the CBMES training from the new district of Kapelebyong in September 2020



Left: CBMs from Karamoja sub region together with UDN Staff participating in a Budget conference at Mt Elgon Hotel Mbale while right is CBMs from Teso sub region at Mbale Resort Hotel for the same cause in October 2020



Parish Devt Meetings in in Katikekile S/C, Moroto district where CBMs used the opportunity as an entry point to share issues monitored



Kangole Senior Administrative Secretary (SAS) addressing participants during a capacity Building training for CBMs, July 2020

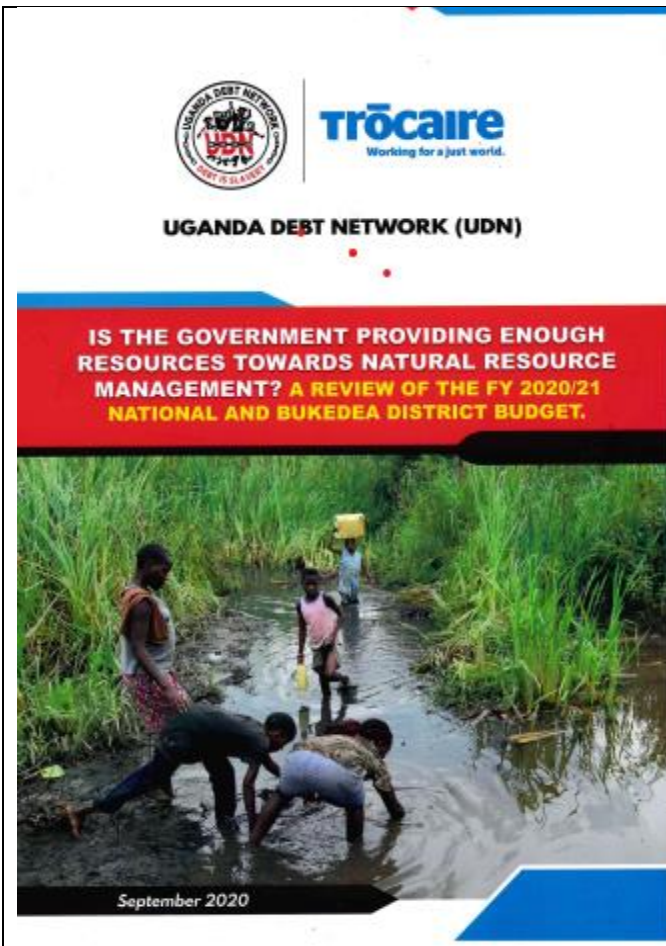
Women's Natural Resources Rights Reclaimed – The Case of Bukedea

Bukedea District has had a turbulent history of Natural Resource use related wrangles. Since 2017, UDN in partnership with LGs has supported a series of training of trainers (TOTs) in land rights- formal and informal legal systems have been held for community members to be vanguards of gender mainstreamed prudent Resources Rights Management. They included opinion leaders, local council chairpersons and natural resources management committees at village, parish and sub county level. The community land rights advocacy groups thus formed

UDN partnered with Trocaire Uganda and Bukedea Poverty Monitoring Association BUPOMA to address advocacy issues of Women's Natural Resource Rights in Bukedea District.



UDN'S Jude Odaro addressing community members (left) and drama skits on wetland management during Kabarwa sub county sensitization meeting, Sept 2020



A Research Publication under Bukedea Women's Natural Rights resource advocacy Project



Bukedea Resources in Media



Bukedea Women's Natural Rights resource advocacy Media appearances



UDN's PM Jude Odaro during a Radio talk show in Bukedea



Land conflict resolution Mediation meeting held in Muyoro village, Abitbit parish in Bukedea district

Success story

Punishing of Wetland and Cattle Track Encroachers

A case in point is Obwino cattle track in Malera Sub County that was demarcated in November 2019. However, in January 2020, two men removed the boundaries from this cattle track so as to continue with the cultivation. Once the UDN NR Advocacy members discovered this matter, they reported to the District Environment Officer (DEO), Mr. Oluka David. The DEO referred the matter to Malera police station and the two culprits were arrested for further interrogation as shown below.



On the left (cattle track encroachers and on the right is the demarcated Obwiino cattle track in Malera sub county)

Policy Discourse Towards COVID-19 Mitigation in Uganda

The outbreak of COVID- 19 pandemic had an immediate shock on the social – economic fabric of almost all countries around the globe, albeit in varying degrees. Many people were people dying, including medical workers involved in providing treatment services. Pundits, Multilateral Financial Institutions, UN agencies and others made estimates of its impact across different aspects including increased unemployment, shrinking and / or collapse of businesses, reversal of recent development gains and increased social justice deficit. IMF and World Bank observed that even prior to COVID-19, over 40% of Low-Income Countries⁹ were in debt distress. The social, economic and political state of affairs was generally endangered at all levels - country, household and individual, especially for Low-Income Countries (LICs), Youths, children and women who tend to be in the lowest income quintile

UDN and OSIEA had a partnership to address the Debt related issues amidst the Covid crisis.

Given COVID-19 global economic imperative, through the UDN partnered with OSIEA to make contribution towards addressing some of the core challenges and propose plausible solutions to inform policy advocacy. The partnership project was entitled “Policy Discourse Towards COVID-19 Mitigation in Uganda”. The Objective of the partnership was to contribute to Government’s efforts against COVID- 19 socio-economic challenges.

The project helped generated a multi-pronged advocacy agenda constituting the following:

1. Full disclosure and aggregating of debt stock of Low-Income Countries like Uganda in discussing the debt and development question amidst COVID-19;
2. Call for Debt Cancellation for LICs including Uganda, by global actors in context of Corona Virus Disease (COVID-19) and full debt situation;
3. Meanwhile, Government Reforms (Legal, Policy, Institutional, structural) in the LICs; also trying to see what could be an optimal cost to run Government – say in case of Uganda;
4. Greater transparency and accountability in the public sector in the LICs;
5. Greater accountable outcomes from debt-funded programs and projects in LICs including Uganda not just about Multilateral Financial Institutions, but also Private/ commercial lenders, China EXIM Bank and others.

Publications under the partnership include

⁹ <https://www.barrons.com/articles/the-worlds-poor-are-drowning-in-debt-heres-how-to-help-them-51588896716>



Cover page Screenshots of the Briefs that were produced and disseminated to stakeholders with OSIEA Support

Community Responsibility to Enhance Transparency and Accountability

UDN and Inspectorate of Government (IG), started implementation of the Social Accountability and Community Monitoring (SACM) Project in 2014. SACM was an action research to establish whether training communities and involving them in monitoring of public service programmes has an impact on the efficacy of those programmes. Areas where UDN spearheaded Community Monitoring Group (CMG) training under NUSAF 2 project the sub projects were found to be conspicuously more successful than areas where there was no UDN involvement. An independent consultancy was engaged to conduct an Impact Evaluation exercise of SACM and the report was launched in 2018.



CMGs of Mugiti Nyanza, Budaka District on a verification tour during a Community Scorecard Exercise



CMGs of Kachumbala (R) show UDN team the public market land they saved from land grabbers in Bukedea. This followed the District Community Trainer Emmanuel Otim (C) training them on monitoring government programmes



UDN Community Trainers under CRETA – NUSAF 3 project had a week long training with IG on monitoring and reporting corruption at Mt Elgon Hotel – Mbale. IG's M&E Manager Mr Gratian Masendi (Centre) was among the facilitators



UDN Team meets IG Regional Officer Mbale (C) over support and responsiveness of Community Monitors' reporting of corruption under NUSAF 3 Project

PROGRAMME AREA 3: INSTITUTIONAL AND ORGANISATIONAL DEV'T

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

Media: Keeping Stakeholders Informed Through Effective Communication

Through traditional and non-conventional methods UDN ensured that Public debt, anti-corruption, national and local government budget advocacy were by far the most prevalent topics in national media during the course of the year. UDN staff and partners participated in numerous media and visibility events addressing a wide range of issues on public Debt, citizen centred national planning and budgeting and community empowerment. These included; joint CSO media Press conferences, media talk shows and interviews, sound-bites, as well writing media opinion articles¹⁰. Major programmes and stations where UDN appeared variously include NTV's *Fourth Estate* and *Morning at NTV* talk shows, *Radio One talkback*, *Spectrum show* on Radio One FM and *Capital Gang* show on Capital FM; Radio One, NBS TV, KFM, CBS FM, Power FM, Kingdom FM among others. Details of such appearances and respective topics addressed can be accessed here - (<https://www.udn.or.ug/udn-links/>).

UDN Newsletters were produced and disseminated on a weekly basis to at least 7000 recipients who are currently on the organisation's mailing list. Each of these newsletters is uploaded on the organisational website (<https://www.udn.or.ug/newsletters/>) for constant access and reference by the international community that happens to visit the website as and when need arises. The outlet has gone a long way to update people from different spheres (local, National and International) about the Organization's advocacy work. Indeed, UDN has continued to get appreciation feedback and constructive criticism for continuous improvement.

Upcountry based partner CSOs were facilitated to have talk shows on local radios stations as panellists.

UDN continued to ensure that advocacy issues over project loans are amplified through media for public information and action by relevant stakeholders. To that end, UDN undertook reviews of two loan project. These included one regarding Development of Solar powered irrigation and water supply system worth EURO. 101.8 for UK Export Finance, a non-concessional lender. This was approved by Parliament on 17th September 2019; Proposal to borrow \$169.2 Million from the IDA of the WB Group to finance irrigation for climate resilient projects in different districts. Due to C-19 disruptions the reports had not been shared with stakeholders as had been planned. However, an article summarizing findings and recommendations was produced and published in daily monitor entitled "Is borrowing to finance climate resilience the best option?" –Ref. New Vision, Tuesday September 15th 2020, p.16.

A total of 15¹¹ media advocacy events were undertaken on Debt accountability and development financing. Such information shared through print, social and electronic media platforms contributed

¹⁰ See details of such media appearances on this link: <https://www.udn.or.ug/udn-media/links.html>

¹¹ <https://www.google.com/search?client=firefox-b-d&q=We+are+About+to+Hit+Debt+Ceiling+%E2%80%93+Expert+%7C+NBS+Live+At+9+%E2%80%93+Julius+Kapwepwe> ; <https://www.kfm.co.ug/news/government-tipped-on-debt-control-as-it-rises-again.html> ; <https://www.independent.co.ug/ugandas-ballooning-pubic-debt/> ; <https://www.youtube.com/watch?v=5BqP5vq3TkQ> ; <https://www.youtube.com/watch?v=s5cwA6TJIRY> ; <https://www.facebook.com/179174938789933/posts/happeningnowtogether-with-other-civil-society-organisations-including-csbag-and-4181883968518990/> ; <https://www.youtube.com/watch?v=l3k1omkdb3w> ; https://www.youtube.com/watch?v=HM_oeusRLAI ;

to increased interest in discussions on debt by the general public through various media platforms. The challenge however was that Media advocacy drives are very expensive and hence much more that could have been done was limited by the constraint.

UDN regular visibility in the print, social and electronic media platforms; and credibility thus a go-to institution on issues of debt.

During the period under review, 588 IEC materials¹² were produced and distributed to various stakeholders at both local and national levels. For example, budget information summaries and branded messages on T-shirts for public awareness and mobilization.



CSOs articulating issues during the joint press conference on Absence of a substantive IGG and Chairperson of the Human Rights Commission, right is UDN Grace Kobusingye reading a press statement

<http://www.msn.com/en-xl/africa/africa-top-stories/uganda-civil-society-calls-for-transparency-in-covid-19-loans/ar-BB14esNJ?li=BBKhQr3&ocid=HPCDHP>; <https://nilepost.co.ug/2020/06/20/civil-society-asks-government-to-realign-budget-towards-economic-recovery-over-covid-19-pandemic/>; <https://www.youtube.com/watch?v=FurY7sbrLtQ>; <https://www.monitor.co.ug/News/National/Analysts-call-total-debt-cancellation-Covid-19-impact-economy-/688334-5619940-1082hgyz/index.html>; https://nilepost.co.ug/2020/09/07/activists-rally-foreign-donors-to-cancel-ugandas-debts/?fbclid=IwAR1puaWW-H80Ls_yD6i43Fv2gmeBmEO2w0N2wFVaCq5vu-V33yYtqNqixVk; <https://kampalapost.com/content/activists-call-ugandas-foreign-creditors-cancel-debt-free-cash-economic-recovery>; <https://www.independent.co.ug/parliament-committee-mulls-over-sh2-5-trillion-loan-requests-in-june/>



“DEBT TALK”

THIS SUNDAY ON CAPITAL FM 91.3

THEME: “IS COVID-19 A TIPPING POINT FOR YET ANOTHER DEBT RELIEF INTERVENTION TO BAIL OUT LOW INCOME COUNTRIES LIKE UGANDA?”

DATE: Sunday 6th September 2020
TIME: 8:00AM – 11:00AM EAST AFRICAN TIME (NAIROBI)

JUDE ODARO
Programme Manager (UDN)

JOIN THE CONVERSATION:
#CanceltheDebt #UgDebt20

THE OPEN SOCIETY INITIATIVE
FOR EASTERN AFRICA

Tune in to
www.capitalradio.co.ug

- Meeting organised by ACCU (To give deeper understanding to key accountability issues in the social development sector and develop an agenda to address the accountability challenges)

Awareness of UDN's Mandate & Aspirations Broadened; Visibility Increased

Through various communication outlets, UDN reached over 500,000 people with messages related to her mandate and as a way of enlisting their support to issues on which advocacy during the reporting period was centred. The same audiences were appraised on the interventions and progress of UDN, to affirm the robustness of the organisation in pursuing her mandate as entrusted by the key stakeholders. Over 5,000 Information, educational and communication materials on policy, accountability and budget financing to citizens especially community based monitors were produced and strategically disseminated to MDA & LGs, CBMs and the general community.

On a weekly basis, Newsletters were produced and disseminated to at least 5,000 recipients who are currently on the organisation's mailing list, making a total of 106 newsletters by the end of the year. Each of these newsletters was uploaded on the organisational website (www.udn.or.ug) for constant access and reference by the international community that happens to visit the website. The outlet has gone a long way to update people from different spheres (local, National and International) about the Organization's advocacy work. Indeed, UDN has continued to get appreciation feedback and constructive criticism for continuous improvement.

Our Human Resource - Staff Retention and Motivation

The team behind the results highlighted herein are a total of 24 Secretariat and 14 field based Staff were sustained and remunerated as per their contracts.

Resource Mobilisation Sustained to Stem Institutional Sustainability:

UDN scaled up her resource mobilization drive which resulted in UDN signing contracts of substantial value. The partners courted and / or sustained include Save the Children, Dan Church Aid, Inspectorate of Government, Trocaire, UN International Organization for Migration (IOM), International Budget Partnership and Oxfam, AFRODAD, UNCAC-CSO Coalition, and others.

Mainstreaming Crosscutting Issues

UDN took deliberate effort to consciously integrate gender issues and needs into planning, budgeting and implementation in a way that encourages participation of citizens especially women in UDN supported activities and government processes. These were done by emphasizing representation and participation of men and women in UDN or partner organized activities as well as raising issues of gender at various networking meetings. This contributed to addressing some of the women unique challenges for example providing for care takers and babies during UDN activities that in many instances constrain women's ability to participate actively

UDN also worked with some of the people from the vulnerable groups like the youth and Disabled persons. Data has been disaggregated by sex and this guided development of plans and budgets that meet the needs of men and women. UDN has further encouraged women to take up leadership positions, whereby the Board of Directors comprises of 7 members and at least 2 are women CBO partners have women as chair or vice chairpersons or Secretaries on Executive Committees.

Some of The Stakeholders Strategic Meetings Where Udn Participated during the year.

Table 1: Matrix on some of the 2018 UDN Workshops / Forums / Engagements

SN	EVENT / PLATFORM	KEY PARTNER	TIMELINE
1.	Meeting with the committee on tourism, trade and industry at North wing Parliamentary building room 220	Parliament of Uganda	14 th January, 2020
2.	Launch of Uganda's corruption perception index by Transparency international Uganda at Hotel Africana	Transparency International	23 rd January, 2020
3.	CSO pre-budget dialogue at Rwenzori courts	CSBAG	29 th to 29 th January, 2020,
4.	Sector Working Group meeting at Ministry of Works and Transport in the main board room at the central mechanical workshop	Ministry of Works and Transport	29 th January, 2020
5.	Stakeholder's progress meeting of operationalization of opera framework in Uganda organized by Centre for Health, Human and Development	CEHURD	30 th January, 2020 at Golf Course Hotel,
6.	Anti-corruption week review meeting At ACCU offices	ACCU	on 31 st January, 2019,
7.	High level dialogue on NDP III on at National NGO Forum office	NPA, NGO Forum	5 th February, 2020,
8.	NDP III validation meeting organized by NPA at Fairway Hotel on 12 th February, 2020, Meeting the steering committee of the Tax Justice Alliance at Eureka Hotel	NPA	14 th February, 2020,
9.	CSO press conference on domestic revenue mobilization at CSBAG offices	CSBAG	on 16 th February, 2020,
10.	Public Dialogue on the National Budget FY 2020/21 organized by Economic Policy Research Center at Golf Course Hotel	EPRC	on 20 th February, 2020,
11.	Workshop on Domestic revenue mobilization through plugging gaps in beneficial ownership and African mining vision by Transparency International Uganda at Grand Imperial Hotel	Transparency International	20 th February, 2020.,
12.	CSO's Strategic budget brainstorm meeting at CSBAG office	CSBAG	on 21 st February, 2020,
13.	Launch of Uganda's corruption Perception index management by Transparency International Uganda at hotel Africana	Transparency International	23 rd January, 2020,
14.	Launch of the Domestic Revenue Mobilization strategy FY 2019/20-2023/24 at SEATINI	TJA, SEATINI	on 27 th February, 2020,
15.	Meeting to share on Debt (National-Regional-Global Linkages) with OXFAM at OXFAM boardroom	OXFAM	on 25 th February, 2020,
16.	High level policy dialogue on East Africa community at hotel Africana. DGF partners workshop organized by AFIC (The purpose of this engagement is to share findings the status of ATI implementation in Uganda, reflect on the experience in initiating changes on PEs, institutionalization of ATI laws and developing Strategies for promotion, Access to Information implementation in different sectors),	DGF	on 16 th march, 2020
17.	Anti- corruption review meeting organized by ACCU (To document lessons learnt from the Anti-corruption convention 2019 to the key participants and to draw the road map and to follow up on issues identified during the implementation of the Anti-corruption week 2019), ISER meeting on UPR reporting,	ACCU	Jan 2020

Monitoring, Evaluation and Learning

The reporting period being the 2nd last of her 5-year Strategic Programme and Plan (2017 – 21), UDN continued to document her progress and review her performance in line with the strategic objectives and her M&E Strategy.

New and emerging partnerships, programmes and projects were mainstreamed in the Monitoring and evaluation framework. Through Quarterly M&E outreaches and internal self-review exercises, best practices and lessons learnt were documented to inform continuous improvement and where necessary adjustments with due consideration of partnership contracts.

Field M&E outreaches further enhanced ability to learn from experience and provide onsite technical and moral support to local partners especially on follow up advocacy and documentation. In addition, regular programme planning and reviews meetings were held to discuss and lay strategies for strengthening programme results using information generated and to guide subsequent interventions.

How M&E Data Informed UDN's Learning

Low Level of Women Involvement: Monitoring reports reveals that participation of the females in UDN programmes has not yet reached the 50% optimum as targeted. On average female participation has been at 30 (except for the Gender Resource Rights Advocacy programme where the target was exceeded due to the nature of that project). UDN programme and field teams were therefore challenged to heighten the emphasis of women's involvement right from mobilisation, and to do further mobilisation in cases where low numbers of women turn u at UDN events. This is improving numbers albeit at a slow rate.

The COVID 19 Pandemic was among the most disruptive occurrences in not just in Uganda but globally. Most of the earlier planned activities were halted as a result of the presidential directive on the first lock down. It was later that innovations unfolded and scientific mode of operation became the alternative. When the lock down was eased, still there were other issues cropping up. For example, mandatory observance of standard Operating Procedures (SOPs) had cost implications – procurement of masts, sanitiser, face masks, water etc.

Travel to the field was restricted to 3 people per vehicle hence either an extra vehicle was used, which implied extra resources – fuel, facilitation of more people etc. Even participants in planned activities had to be scaled down to meet the SOPs.

Some Challenges Encountered

1. Realizing impact of advocacy and social accountability work in a short time is not easy, coupled with slow action of relevant policy and decision makers to foster the desired change. UDN will nevertheless continue to forge ahead in pursuing strategic engagements with key target duty bearers in efforts to realize the desired advocacy objectives and policy change.
2. **The high cost of producing and printing information materials** continues to limit the level of outreach of our disseminated materials. For instance, UDN would have desired to translate more of our anti-corruption information materials including anti-corruption

posters, charts and stickers into at least two local languages for wider outreach and dissemination. UDN will continue to engage in resource mobilization and fundraising to bridge the resources gap.

3. **Low Participation of Youth and Women:** The participation of the females has remained poor which brings about male dominance in the project areas. This has been much attributed to the cultural believes that exist in the areas of operation and are not fostering the involvement of all the sexes including male and females. They perform the same duties by citing examples of females who are doing well and how the President of the Republic of Uganda has entrusted women in higher management positions and also created the Presidential Initiative Girl Skilling which is free of charge thus a result of empowerment to the Girl child.

There was a tendency for youth to believe that for every engagement organized in their communities, there must be money in form of transport refund to be given to them. Since this is the beginning of work in some of these communities, we plan to do a lot of mind set change through sensitizations.

4. **Political influence and Apathy:** Some community members were hesitant to participate in some activities particularly those graced by politicians who allegedly tend to take political capital out of the issues identified and presented by monitors at dialogues.

LOOKING AHEAD: KEY ISSUES TO FOCUS ON FOR 2021

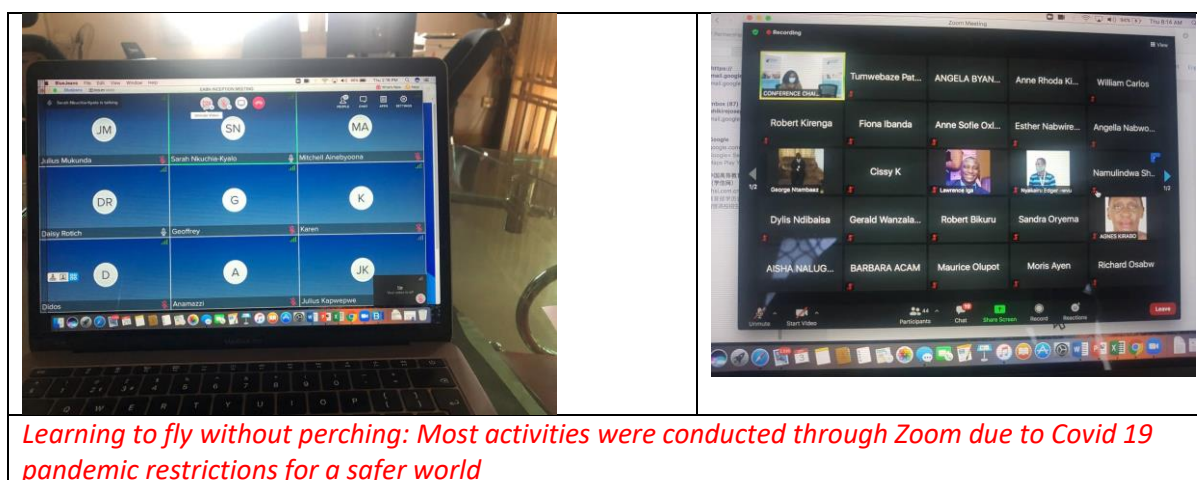
Adapting to New Advocacy approaches – leveraging ICT for Advocacy

Escalating Resource Mobilisation to stem the advocacy mandate

Partnership without borders – collaborative arrangement with regional, regional and global debt campaign players

Reviving Debt relief advocacy and challenging LICs to play ball

Re- Grooming an empowered citizenry that takes part in its affairs



UDN's BALANCE SHEET AS AT 31/12/20 -

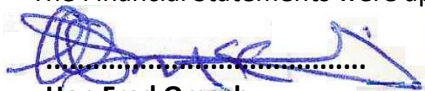
ASSETS				
Non-Current Assets				
Fixed Assets				
	Buildings - Net Value	506,134,559		
	Motor Vehicles - Net Value	197,049,802		
	Computer Equipment - Net Value	34,899,688		
	Office Equipment - Net Value	38,623,679		
	Furniture & Fittings - Net value	3,596,202		
	Land-Net Value	1,361,863,805	2,142,167,735	2,142,167,735
Current Assets				
	Bank of Baroda (U) Ltd	66,637,655		
	Bank of Baroda (U) Ltd - FX	74,896,979		
	Petty Cash	80,000		
	Endowment Fund Deposit Account	67,022		
	The Housing Finance Bank \$	1,340,366		
	Stanbic Bank- UGX	6,803,169		
	Bank of Baroda 95150200000498	107,545		
	SUB- GRANTS	91,745,035		
	Institutional Development Grants	55,821,200	297,498,972	297,498,972
Total Assets			2,439,666,706	
FUNDS AND LIABILITIES				
Capital and Funds				
General Reserves				
	Revaluation Reserve	610,964,493	610,964,493	

Accumulated Funds				
	Accumulated Funds / (Deficit)	1,500,490,741		
	Net Surplus/Deficit this year	- 89,760,944	1,410,729,797	2,021,694,290

NON-CURRENT LIABILITIES

Other Long Term Liabilities				
	Other Long Term Liabilities	249,241,574	249,241,574	249,241,574
			2,270,935,864	
Current Liabilities				
	Programme Activity Floats	193,700		
	Supplier Control Account	38,468,624		
	P.A.Y.E. Payable	43,610,165		
	N.S.S.F. Payable	86,458,354	168,730,843	168,730,843
Total Funds and Liabilities			2,439,666,706	

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



Hon Fred Omach
BOARD CHAIRMAN

.....

Ms. Christine Mubiru
SECRETARY BOARD OF DIRECTORS

APPENDIX C: UDN SECRETARIAT STAFF

	STAFF	Title	
1.	Patrick Tumwebaze	Executive Director	
2.	Julius Kapwepwe	Director of Programmes	
3.	Gilbert Musinguzi	Quality Assurance Manager	
4.	Jude Odaro	Program Manager (CEE)	
5.	Christine Byiringiro	Program Office (PAG)	
6.	Esther Mufumba	Program -Officer (CEE)	

7.	Grace Kobusingye	Program Assistant (CEE)	
8.	Peace Nambooze	Finance Officer	
9.	Ritah Nakkusi	Accounts Assistant	
10.	Ruth Aanyu Epetai	Administrative Secretary	
11.	Peninah Mbabazi	Programme Assistant (PAG)	
12.	Jenice Ishimimaana	M & E Assistant	
13.	James S	Researcher Fellow	

14.	Michal Mugisha	Researcher Fellow	
15.	Priscilla Naisanga	Communications Assistant	
16.	George Matovu	Driver	
17.	Nicholas Tayoleke	Driver	
18.	Daniel Achol	Security	
19.	Hilda Tumuhe	Research Associate	
20.	Kenneth Okello	Part Time IT Consultant	

21.	Jina Sitaraya				
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