

UGANDA DEBT NETWORK

2022

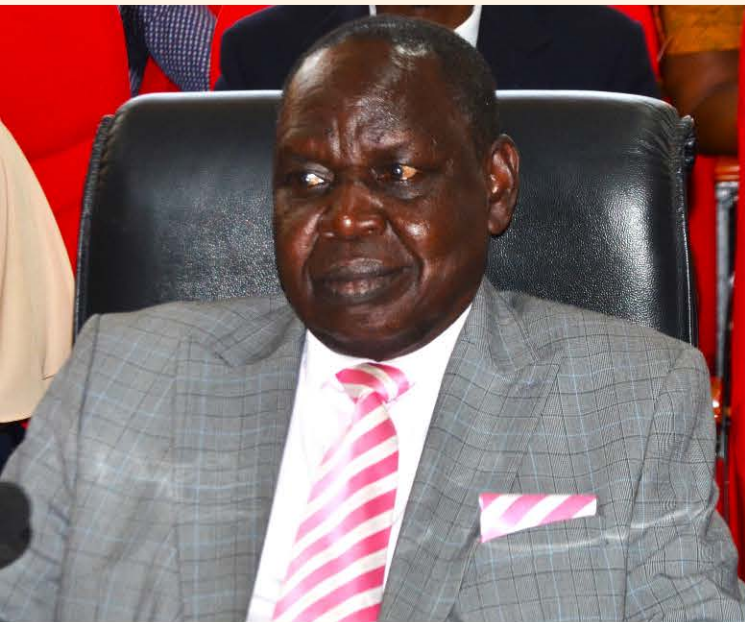
ANNUAL REPORT

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PROLOGUE: A WORD FROM UDN'S BOARD CHAIRPERSON

**DEAR
READER,**



As the Board of Directors^[1] of Uganda Debt Network, we greatly appreciate the role played by the secretariat to accomplish the achievements herein outlined. We know this is just a snapshot of the many other things done, and confirm that our mandate of providing strategic direction has not been in vain.

Looking back at years back when our relationship with government would be one of tension and some degree of mistrust, we can now with enthusiasm note how the smooth working relationship has progressively yielded results for the population we serve.

A case in point is the Open Budget Survey report study, launch and the follow-up aftermath. These have made Uganda shine as an icon in terms of budget transparency, not just in East Africa where Uganda has consistently been ranked first and continentally where we are second but also on the global stage where in some metrics we rank among the best.

And the frankness of demonstrating willingness to do better in terms of increasing community participation and oversight in budget processes points to an even better future, when it comes to government accepting constructive criticism in areas where things could have been and can be better if addressed.

To the communities at the grassroots, UDN exists because community monitors are. The work they do have enabled us to highlight good practices by public officials across the sectors, and also shed a spotlight on areas with gaps and when pointed out in bilateral engagement dialogues at sub county and district level, resources permitting some improvements have been made.

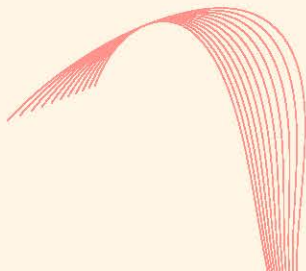
We know a journey of 1000 miles starts with the first step. Much as we celebrate having done well, measured against what we still have to do, we know we still have a long way to go. This is in terms of achieving sustainable prudent debt management, fighting corruption, making the national and local budgets prioritize citizens' key concerns, efficiency and effectiveness of government programmes for service of citizens, and more.

This makes us not just thank our developments for the work so far done with resources entrusted to us but also a rallying point for more so that yet more milestones can be accomplished in the coming period.

To our wider audience, thanks for taking interest in perusing through our work. More is available here – www.udn.or.ug.

For God and My Country.

Fred Jachan Omach – Board Chairman.



FOREWORD FROM THE EXECUTIVE DIRECTOR

**DEAR
MEMBERS,**



Partners and Stakeholders of Uganda Debt Network (UDN),

I am delighted to present to you the 2022 Annual report of UDN. The year 2022 was the second in implementation of UDN's Strategic Advocacy Action Programme and Plan (SAPP) 2021 - 2025 under three thematic areas: a) Governance and Rights, b) Capacity Building and Empowerment, and c) Institutional and Organizational Development.

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

UDN also leveraged advocacy for transparent and prudent acquisition and management of Aid resources (especially loans and grants) and moving towards sustainable debt that builds rather than undermines Uganda's economic development and socio-economic transformation to the various categories of citizens, especially the poor and marginalized men, women and youths.

UDN also greatly influenced the budget priorities for Uganda, including input to for FY 2021/22, and 2022 /23 budget processes; and more active participation as a member of the budget platform hosted by Ministry of Finance, Planning and Economic Development - MoFPED. However modest, the cumulative efforts of UDN and partners cannot be underestimated as having contributed to improved accountability frameworks in Uganda and service delivery outcomes.

Finally, UDN pledges to do even better in the remaining years of the current strategic implementation period. Together we shall strive to achieve more and more of prudent management of public sector resources in Uganda for commensurate service delivery outcomes that befit the Rights holders.



BACKGROUND AND REPORT OVERVIEW

The year 2022 was the second in implementation of UDN's sixth Strategic Advocacy Programme and Plan (SAPP), 2021-2025. To this end, the report presents a synopsis of the contribution of UDN in respect to her mission and Vision.

VISION

Sustainable Debt and Equitable Development in Uganda

MISSION

To foster citizen-centered accountable management of Public debt and other Resources for equitable and sustainable development in Uganda

The report is organized based on the following UDN programs areas and their respective strategic objectives

PROGRAM 1:

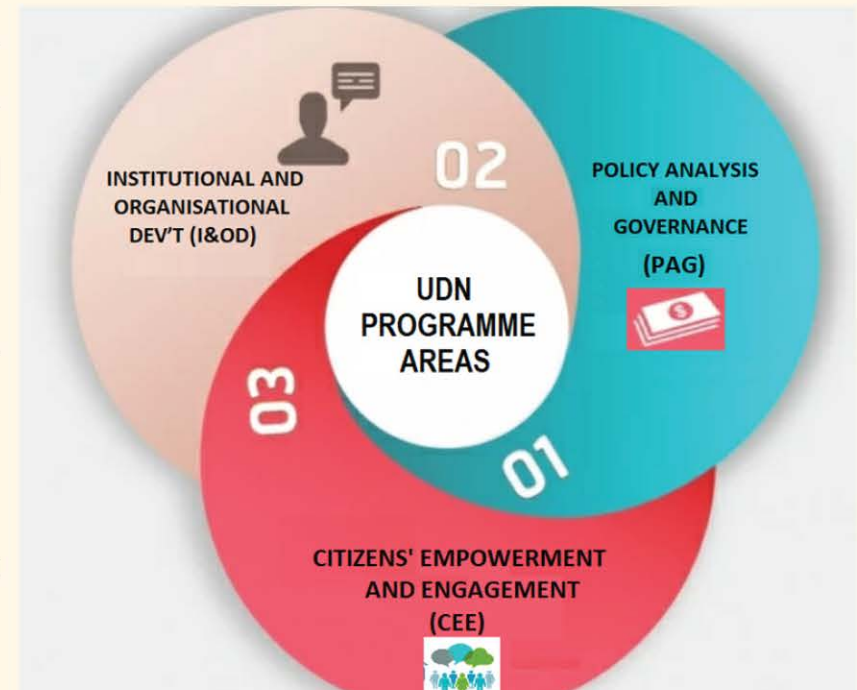
Strategic Objective 1: Public policy advocacy for Prudent, People-centered sustainable debt management and development at national and global levels

PROGRAM 2:

Strategic Objective 2: Enhancing Citizens' participation and ownership of Development initiatives.

PROGRAM 3:

Strategic Objective 3: UDN is a steadfast institution able to deliver on her mandate





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.



Under this Programme area, the following are some of the achievements registered: conducting studies for generation of evidence as a basis for networking advocacy; collaboration with partners and relevant MDAs and citizen centred policy engagements; public debt advocacy, sustained anti-corruption campaign and partner CSO capacity enhancements.

INFLUENCING PUBLIC SECTOR BUDGETS, OUR RESPONSIBILITY

UDN along with likeminded 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.

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.

influence for Increased Government Budget Transparency Protracted

UDN 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.

Enhancing Public Participation, Transparency and Oversight in Budget Processes

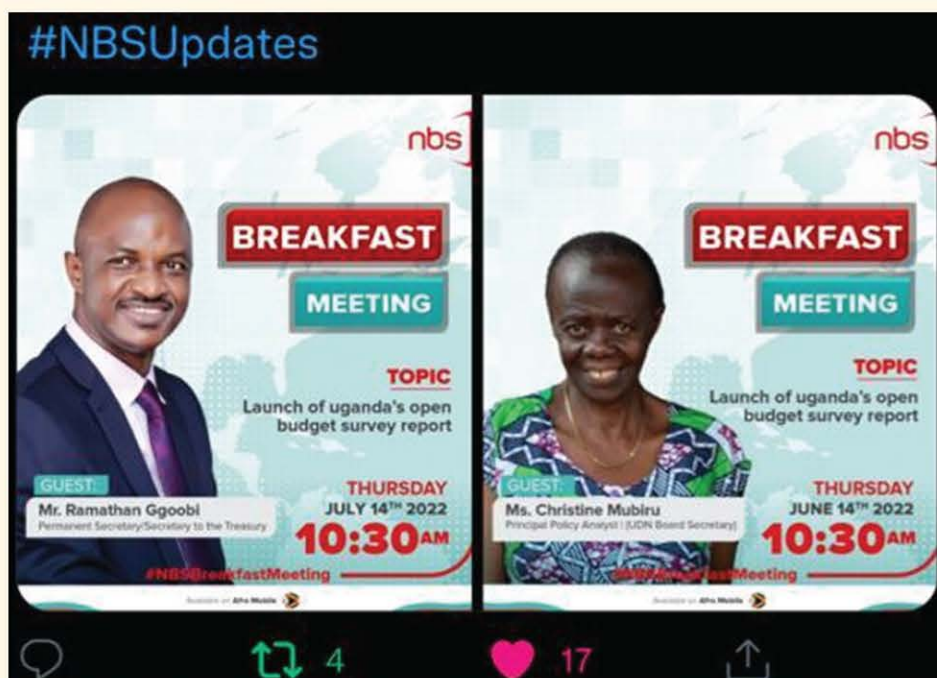


Figure 1: Social media clip mobilising UDN stakeholders to follow OBS issues being discussed by UDN board Secretary Christine Mubiru and PSST Ramadhan Ggoobi

UDN in partnership with United Nations Children's Fund (UNICEF), International Budget Partnership (IBP), and in close collaboration with Uganda's Ministry of Finance, Planning and Economic Development (MoFPED) released Uganda's Open Budget Survey (OBS) 2021 report, launched and disseminated it nationally and to the global audience.

OBS measures the extent of various national governments' compliance with the standard expectation – Making national budget information publicly accessible

and giving citizens opportunities to participate in the national budget processes, and ensuring that oversight institutions play their part to ensure Transparency and accountability for the resources. Uganda ranked 43 out of 120 countries globally; 4th in Sub-Saharan Africa and 1st position in East Africa. Transparency score dropped from 65% in 2012 to 58% in 2021 largely the same as its score in 2019. It is above the Global average of 45%, however the country is still placed in the category of countries that provide limited budget information. The report also revealed that Uganda provides few opportunities for the public to engage in the budget process, with an average global score in public participation of 19% which is categorized as limited. The legislature & supreme audit institution together in Uganda provides limited oversight of the budget (59%).

Launching the report, Minister for Finance Hon. Matia Kasaija, appreciated UDN together with IBP for taking lead in the OBS. He applauded the ideal of participating in an initiative that creates sensitization, improves budget transparency and accountability for public expenditure and service delivery in Uganda. He also said that the survey gives government an opportunity to evaluate its interventions and obtain feedback on the extent they are contributing to attain desired outcomes. The Minister pledged that government would scale up transparency throughout the entire budget processes and raise the OBS score next time.



L-R: Hon. Matia Kasaija (Minister of Finance) launching the 2021 OBS results, Hon. Fred Omach Jachan (Board Chairman, UDN) and Mr. Patrick Ocaillap (Deputy Secretary to the Treasury-MoFPED).



Above: Mr Arthur Mutesasira (UNICEF) giving closing remarks during Uganda's Open Budget Survey 2021 results launch.



of the participants sharing a light moment after the launch of the 2021 OBS results .



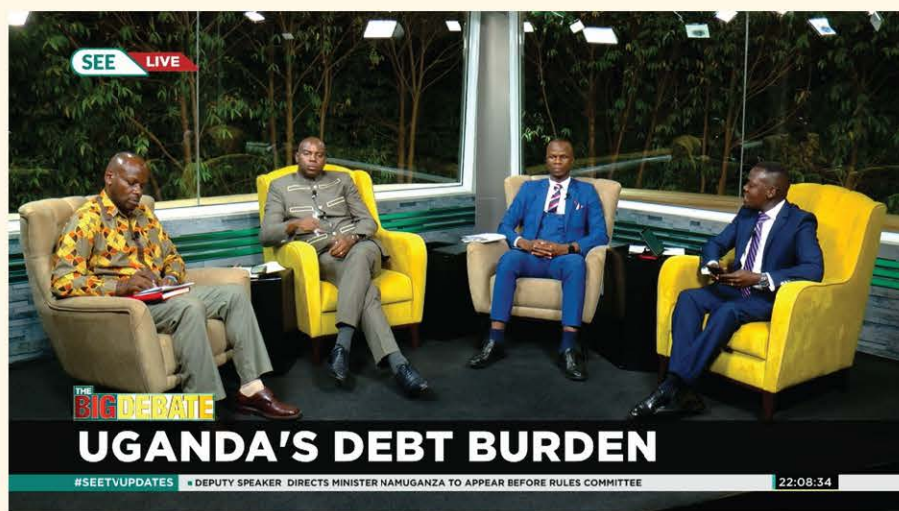


Figure 2: UDN's Quality Assurance Manager (L) with Budget Committee MPs discuss Public Debt dynamics on SEE TV

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.

Multi-faceted Anti-Corruption Approaches Unabated

Corruption being one of the drivers of Uganda's growing debt burden, theUDN gave input to the Country Policy and Institutional Assessment (CPIA) Process. CPIA is an annual diagnostic tool for countries eligible for financing from the International Development Association (IDA). [1] UDN and her partners' collective voice during advocacy has always contributed to influencing policies and decisions of the duty bearers for improved accountability and service delivery. Engagement meetings, report sharing and a press conferences on public debt and corruption were carried by various media houses. [1] UDN will continue to harness the efforts of relevant actors and platforms for a collective voice during advocacy to influence policies and monitor implementation for improved accountability and service delivery.

All the above activities were aimed at galvanizing citizens' anti-corruption movement, reduce public apathy and tolerance for corrupt tendencies, and generate increased citizen pressure for government to take more decisive action in fighting graft and walk the talk of Zero tolerance to corruption.



Figure 3(IGG Website Courtesy photo)



Inspector General of Government Ms. Betty Kamywa Addresses media after Anti-Corruption stakeholders National dialogue at Sheraton Kampala Hotel on international Anti-Corruption Day 2022



One of the Anti-Corruption Media Appearances where government was considering bailing out a failing company that had previously been famous for road construction shoddy works



UDN was part of the 2022 International Anti-Corruption Week Events

Leaving No One Behind - Including Our children

Leveraging Multiple Evidence Based Advocacy Studies for Increased Social Protection Financing

The plight of children's protection and social development programmes in Karamoja and Acholi

UDN conjunction with National Children's Authority, conducted a study focusing on local government budget allocation for children's protection and social development Programs with 6 districts^[1] of Acholi and Karamoja sub regions as cases studies. The report revealed that there was uneven distribution and inadequate government funding for the child protection system. Associated challenges were also elicited, including Limited capacity to influence the resource allocation process, Off-budget financing dependency, no expenditure tracking, Limited human and other resource capacities and Multiplicity of structures and coordination centers. The emerging report was used as a basis for recommending for Government to increase funding for prioritizing social development financing for local governments given their criticality in national development.



Figure 4: UDN's M&E Officer Jenice Ishimimaana collects views form Nwoya District Technocrats- D-CAO Mr. E S Budrag, The Senior Planner Mr. Lalony Lino, DCDO Akewa Geoffrey, and Mr. Ocen Andrew of the Child family protection Unit



Figure 5: Head teachers and PTA/SMCs representatives of selected schools of Amuru District who participated in the study



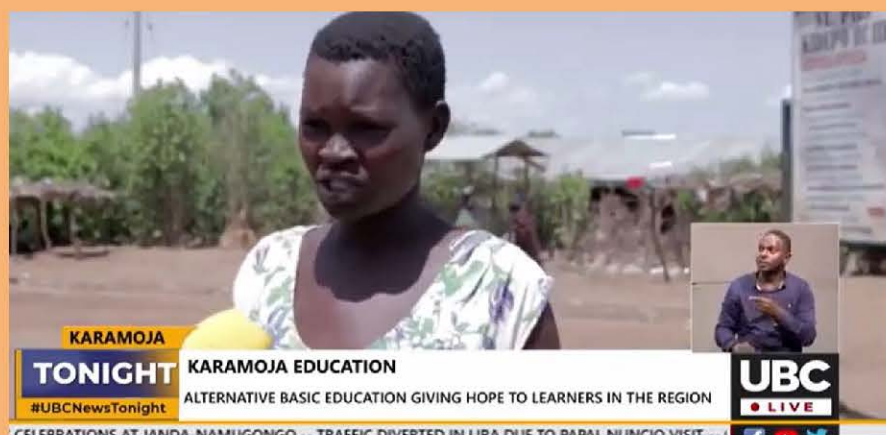
Figure 6: MGLSD Commissioner in charge of Children Mr. Kyateka Francis Mondo (with mic.) leads Policy Dialogue on Child Based Budget tracking and School Feeding Programme At Hotel Africana, Nov 2022.



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Evidence Based Children and Social Protection Policy Engagements Held

National Children's Authority, Ministry Education and LG Education stakeholder's representative to strategies and Identify entry points for UDNs advocacy issues including coding of Community/ABEK schools in Karamoja and the child protection financing. Issues of Child rights promotion and protection were documented by media and broadcast to show their state in the national context. Examples of such media stories include; Transforming children's Education in Karamoja outreach through; Transition between the Non-Formal and Formal School System in Karamoja etc. See full coverage on links below.



Regional Conventions of Child Focused Development Partners

A series of Child Focused Development Partner's Coordination meetings were convened in Acholi and Karamoja, involving Local and central Government officials as well as leaders of selected CSOs and international development agencies[1]. The focus still was on increased financing for School feeding and Children's social protection by Government institution. The meetings the partners made commitments supplement government limited budgets with off budget support in these priority areas. Other areas to leverage include Non-State Agric. extension workers; the imminent Northern Uganda Development Plan (NDP / NUSAF - IV); creation of a multi-stakeholder national forum on school feeding strategies led by SNV.

[1]District Planners, CAOs FAO, SNV, WFP, EDs of selected CSOs, Office of the Prime Minister and other key members



Figure 8: School Feeding Strategic Multi-Stakeholder Convention at Bomah Hotel in the Northern Uganda City of Gulu

As a result of the above Child rights protection and promotion advocacy efforts some results are being seen. Government and partners committing more resources; Selected ABEK / Community schools getting coded so as to be catered for in recurrent national budget

Case 1: Development partners commit more resources; government revives school feeding

Serving Milk at School was not improving the income of households but also benefited over 310,00 children in over 100 schools across 17 districts in Western and Central Uganda, providing an opportunity for lessons in scaling-up to a potential nation-wide intervention



1] Gulu, Nabilatuk, Amuru, Nwoya, Kapak and Moroto.

Case 2; Under the World Bank-funded “Uganda Multi-sectoral Food Security and Nutrition Project[1]” by Government of Uganda institutions[2], additional funding in 2022 included implemented through 1,500 Government-Aided Primary Schools and Communities (by way of Lead Farmers and Parent Group members) in over 15 project[3] Districts, Cities and Municipalities for school feeding by opening up school gardens, plus community production of the promoted crops: sweet potatoes, beans, Fruits and vegetables. Within the implementing districts, the project primarily targeted pregnant and lactating women, children under 2 years, primary school children, parents and farmers.

Case 3: On Government adopting selected ABEK/ Community schools to Government Coding and budgeting and financing;

UDN in 2022 also gained advocacy mileage, rapport with MoES and contributed to a Government process towards adopting selected ABEK/ Community schools to Government Coding/ budgeting and funding under UPE program. UDN increased her advocacy synergy with partners on adoption/support by Government, to education including Community Schools in Karamoja. There was remarkable enrolment improvement in primary and secondary schools in 2022 compared to previous years



Newspaper cutting showing increased enrolment due to multi stakeholder efforts - Vision Newspaper, 12th November, 2022, p. 2

Media engagement

The interventions increased awareness and knowledge on the issues UDN brought into the limelight around social development for children which, inter alia, included coverage through journalists' field profiling of ABEK Centers in Karamoja. The profiling also included visibility for child issues like Tree shades being the Classrooms, gender sensitivity messages relating to Government programs and financing, in broader spectrum for improved quality of education in Karamoja, through regional and national attention:

E.g. (See:

(a) Transforming children's Education in Karamoja outreach through, <https://youtu.be/bozTclvLh5c> .

(b) Transition between the Non-Formal and Formal School System in Karamoja- <https://youtu.be/2GntpLbVvKE> .



[1] See: <https://www.gafspfund.org/projects/multisectoral-food-security-and-nutrition-project-umfsnp>

[1] OPM, MAAIF, MoLG, MoES and MoH.

[1] Yumbe, Maracha, Arua (including Arua City, Madi-Okollo and Terigo), Nebbi (including Piskwach), Kiyadongo, Kasese, Kabarole (including Fort Portal City and Bunyangabu), Kyenjojo, Kabale (including Rukiga), Ntungamo, Isingiro, Bushenyi, Namutumba, Bugiri and Iganga (including Bugweri).

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



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

CONSOLIDATING DOWNWARD ACCOUNTABILITY (CODA)

Nipping Bad Governance in the Bud - Integrating UDN's CBMES Model with PDM

Using UDN's home grown CBMES model, refresher trainings were organised for 62 (46 male and 16 female) Community Based Monitors (CBMs) from 4 sub-regional based partner CBOs[1]. Given Parish Development Model (PDM) as the new development approach for service delivery, and poverty eradication bringing the whole of government at the parish level, it was necessary to sensitize the CBMs on the same for their active involvement from the start. Participants were equipped with knowledge about implementation guidelines of Parish Development Model (PDM), Local Government Planning and Budgeting cycle, citizens' roles and responsibilities with regard to promoting quality service delivery, abreast with sectoral monitoring tools and demand for accountability from local leaders for enhanced government responsiveness to citizens' service delivery demands. Generally, in order to increase desire from community members, local leaders and local accountability oversight committee members to participate in public social service delivery programmes, at least 889 grass roots community members including youth (549 males and 340 females) were directly reached with community participation and self-help development messages



Mr. Moroto District Planner, Mr. Opio Polar taking CBMs through the Budget Cycle and processes



Tapac S/C Parish Chief, Lawrence Kabira taking participants through the PDM guidelines

[1] Amuria District Development Forum (ADDIF), Moroto Community Initiative for Development (MOCIDE), Community Action for Accountability (CAA), Kapelebyong District Development Forum (KDDIF),

A total of 40 Community Based Monitors (26 male, 14 female) who previously, with UDN support, formed themselves into self-help Village Savings and Loan Associations (VSLA) were given refresher training. It focused on opportunities of mobilizing and management of the VSLA resources as well as strategies for tapping into / benefitting from national programmes like Emyoga, Youth Livelihood Programme and the incoming Parish Development Model. Given that CBM's monitoring role is voluntary, the VSLA capacity training served as a motivation for them not just to be dependant and expectant of field allowances but also to be independently engaged in income generating activities.

Influencing FY 2022/23 National Budget to Address Citizen Priorities

During the reporting period, UDN in partnership with other CSOs[1] met and developed Programme-specific papers with special emphasis on Human Capital Development Programme as a critical sector for the marginalised populace. The papers highlighted key issues and made recommendations for the improvement of accountability and service delivery, especially in health and education. These partnerships provided the much needed synergies for CSOs to effectively engage key stakeholders and ultimately, inclusion of some CSO recommendations in the FY 2022/23 national budget. The papers were shared with MoFPED and Parliament for consideration in the FY 2022/23 budget. Out of the 25[2] CSO recommendations 6 (six) were taken on by Government and reflected in the FY 2022/23 National Budget. See Box Below

Some of the UDN Recommendations Adopted by Government in 2022/23 National Budget

1. **Fast-track the validation exercise by the Education Service Commission** as this remains critical to inform gaps in teachers that should be budgeted for. Government has prioritized filling of staffing gaps in primary and secondary schools in the budget

2. **Support the continuous professional development of teachers** and head teachers on delivery and assessment of learners on the lower secondary school curriculum to attain a wider reach. Government is prioritizing training of teachers and instructors on the new abridged curriculum will continue, and the lower secondary curriculum, plus continuous assessment will be rolled out.

3. **Increase and enforce investment in school inspection** to ensure that schools take the necessary precautions. Government is prioritizing strengthening Inspections across all learning institutions using the Teacher Education and Learning Assessment (TELA) system.

4. **Target recruitment of staff in health facilities that are performing below 50% staffing** due to inadequate health human resources. Government is prioritizing recruitment of additional Health assistants and surveillance officers to support the VHTs.

5. **Locate resources within the GOU budget to support health service delivery needs** including laboratory service support. Government has prioritized continuation in development of health infrastructure nationwide. Including rehabilitation of general Hospitals, upgrade of Health Centers and building staff houses in the Karamoja region.

6. **Expand community level health promotion and education in lower-level health facilities.** Government has prioritized implementing the Uganda COVID-19 Emergency Response and Preparedness Project supported by a grant from the World Bank which will also finance the strengthening of national systems for public health preparedness.

Source: FY 2022/23 Budget Priorities", p.14 of Budget Speech by Finance Minister Hon. Matia Kasaija delivered 14th June 2022

Participation in Sector Working Group Engagements for Input into National Policy Processes

Participation in Sector Working Group Engagements for Input into National Policy Processes

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. Proposals for Uganda's economic recovery and development were also made to the Parliamentary Committee on National Economy.

UDN is a member of the Budget Transparency Initiative (BTI) through which CSOs collaborate with Ministry of Finance, other Government Agencies, Private Sector and Development Partners[1] prior to the budget reading, to promote citizens awareness and participation in budget implementation so as to hold their leaders accountable but also meaningfully participate in the subsequent budget planning cycles. This is in the realm of Uganda Budget Transparency and Accountability Strategy.

<https://budget.finance.go.ug/sites/default/files/Uganda%20Budget%20Transparency%20and%20Accountability%20Strategy.pdf>

Some of the pre and post budget engagements included strategic meetings, press conferences and appearing on various media talk shows as expert panellists. UDN continues to leverage these spaces and contribute to national processes for improved performance of public sector program outcomes and citizens' rights in Uganda. The Parliamentary Committee on National Economy severally invited UDN to give opinions on the state of the economy and debt, highlighting the challenges and proposals that can enhance the economy. This gave UDN mileage but also portrayed UDN as a credible partner in development. UDN will continue to utilize such spaces to advance policies decisions that are in the interest of marginalized population groups especially women and youth.

Bringing the Budget Processes Closer to the People for Their Input

In a bid to sustain citizens' participation in policy decision making process, staff and 14 selected Community Based Monitors were supported to participate in regional budget consultative meetings. They were convened in collaboration with MOFPED and other MDAs at the respective regional cities including Gulu, Lira and Mbale.

During the Budget Consultative Conferences, CSOs presented a paper on measures for improving service Delivery- Experiences from the Civil Society. The meetings were attended by government agencies and officials[1]. UDN has been at the forefront of championing budget transparency initiatives at local and national levels and as such, she was among the CSOs that convened to come up with a paper that was presented at the LG regional budget consultative meetings. The representatives shared concerns and proposed budget priorities for consideration in the FY 2023/24 budget and similar concerns that had been filtered up from presentations at district and sub county budget consultations.

UDN Organized District Dialogues involving stakeholders in 4 districts in Teso and Karamoja

UDN in partnership with local CBOs[1] organized four (4) district dialogues in Napak, Moroto, Kapelebyong and Amuria attended by 137 people (91 Male and 46 Female). The dialogues promoted citizens' activism and demand for public accountability, improved services and holding local leaders accountable, thus influencing public service delivery. These platforms are an opportunity for meaningful debate between citizens and duty bearers on the state of delivery in their constituencies, budget allocations for government projects as well as increased public awareness about Parish Development Model.

1] Amuria District Development Integrated Forum, Kapelebyong District Development Integrated Forum, Community Action for Accountability-Napak and Moroto Community Development Initiative

CBOs Capacities Enhanced Through Quarterly Institutional Development Sub Grants

CBOs institutional capacities were strengthened through Facilitating Organizational Learning and Development (FOLD) intervention. Thereafter UDN signed MoUs with 4 CBOs[1] under which they were supported with Institutional Development Sub Grants. This went a long way to support their operational and administrative costs including stationary, office maintenance, fuel, motor cycle repairs / servicing and field monitoring support outreaches.

The funds also enabled the CBMs to undertake routine community monitoring, reporting and advocacy on gaps in social service delivery in their communities which has enhanced their capacity to implement their mandate thus contributing to positive change in service delivery in their respective communities. The CBMs' resultant enhanced capacities and the positive changes they contributed to, have made them very popular in their communities which have supported them to hold offices of responsibility because of their exemplary conduct and confidence in demanding accountability

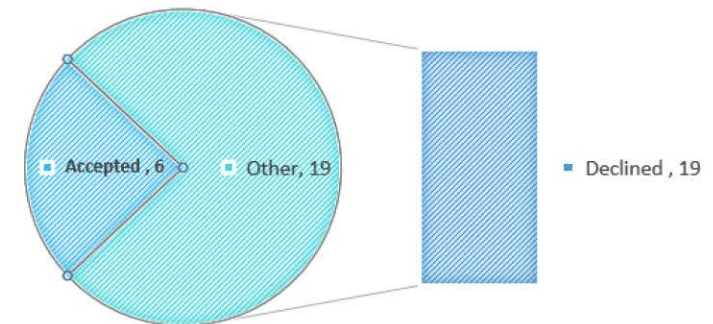
Community Based Dialogue Proposals for Uganda's Human Capital Development

Monitoring of service delivery and Sub county dialogues were undertaken, plus a series of District dialogues were held in Napak, Moroto, Kapelebyong and Amuria attended by 137 people (91 Male and 46 Female).

As a Result of the Sub county and District Level Community dialogues and Barraza's, 37 Issues and recommendations from social contract monitoring were presented to Sub National Policy Makers for action. Details of the Proposals are accessible on www.udn.or.ug/Resources



GOV'T RESPONSE TO UDN / CSO RECOMMENDATIONS FOR FY 2022/23



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 CBOs offer a unique window of directly reaching the common person the grassroots where accountability and service delivery issues are pivotal. To that end, UDN continued to build capacity of CSOs so as to sustain the linkages.



Figure 11: Moroto CAO opens one of the UDN workshops

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.
- 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

Tackling Deadly Diseases in Africa Programme - TDDAP

Given that the year 2022 marked the reopening of Uganda's social economic operations, UDN partnered with CSOs and government to devise better means of Post Covid Pandemic preparedness in Uganda. The initiative was dubbed Participatory Health Security and Covid 19 Vaccination Promotion (PHESCOV). The purpose of the initiative was to strengthen good governance and accountability in implementation of the of Health security and other health interventions, promoting COVID-19 vaccination, identifying and reporting health emergencies, raising community voices and those of vulnerable and marginalized groups within the target population. In liaison with CODAID - a local partner CSO in Kamuli, 16 CBMs were trained on health security and Risk Communication and Community Engagement (RCCE) issues, requisite skills, knowledge, attitude and practices related to health sector accountability as well as promotion and support of other government programmes, including Covid 19 vaccination campaigns. A study was conducted to establish the public health emergence response capabilities and the status of Health Security situation in Kamuli District. UDN based on the emerging report to form a Tripartite[1] Health Security CSO consortium for engaging in Health security sector working group meetings with government MDAs



Figure 12: Picture of Community undergoing immunisation exercise while the study was going on. Location: Mayor's Garden in Mulamba Parish - Kamuli Municipality. This strategically located close to Friends Corner a Mololony (Boiled Hoof) Joint



Figure 13: UDN's Gilbert Musinguzi (R) and other panellists on Ssebo FM Radio in Kamuli. It focussed on Covid 19 prevention, active participation in immunisation, vaccine hesitancy and accountability for Covid - 19 Resources

Elmproving Synergies Between Social Protection and Public Finance Management

UDN Conducted a research study on building gender sensitive and disability inclusive social protection systems. The scope of the study was across 8 Districts (Kapelebyong, Kiryandongo, Napak, Moroto, Isingiro, Tororo, Kamuli and Kamwenge). The results thereof will be used to supplement government efforts for social protection prioritisation and financing at sub national and national planning and budgeting processes and programme implementation so that vulnerable categories of Uganda's population are better addressed. These include women, children, youths, the elderly and refugees. Due to the changing dynamics of social economic vulnerability across the national demographic landscape, this social protection programming agenda is gaining traction and UDN was among the few CSOs to pioneer it.



Women focal group discussion in Osukuru sub county, Tororo district (Right) Focal group discussion in kasoigo parish ward in Kamuli district



Data Collectors (Left & 3rd Left) Meeting with Kamwenge Lower Local Government Leaders - In Charge of Dr. DIP Project and SAS

Strengthening Sub National Policy Makers for Social Protection Financing Buy In

Regional trainings were held on enhancing revenue mobilization for social protection financing at local level. Through the trainings, 80 sub national level policy makers had an opportunity to discuss and internalise the cardinality of Domestic Revenue Mobilization (DRM) for Social Protection. While many aspects of social protection financing are decided at higher level echelons, they resolved to also ensure that while they would continue to call for line MDAs to provide more resources, even at local governments they could still allocate some of the locally generated resources to SP to levels higher than they had hitherto been doing. They also committed to continue exploration of DRM within their ambit and operational areas.



Participants from Moroto and Napak at the training on DRM for SP financing at Hursey Resort Hotel in Soroti district



Figure 14: Domestic Resource Mobilisation Training Participants from Kiryandongo and Kapelebyong at the training on DRM for SP financing at Westcliff Hotel in Lira district

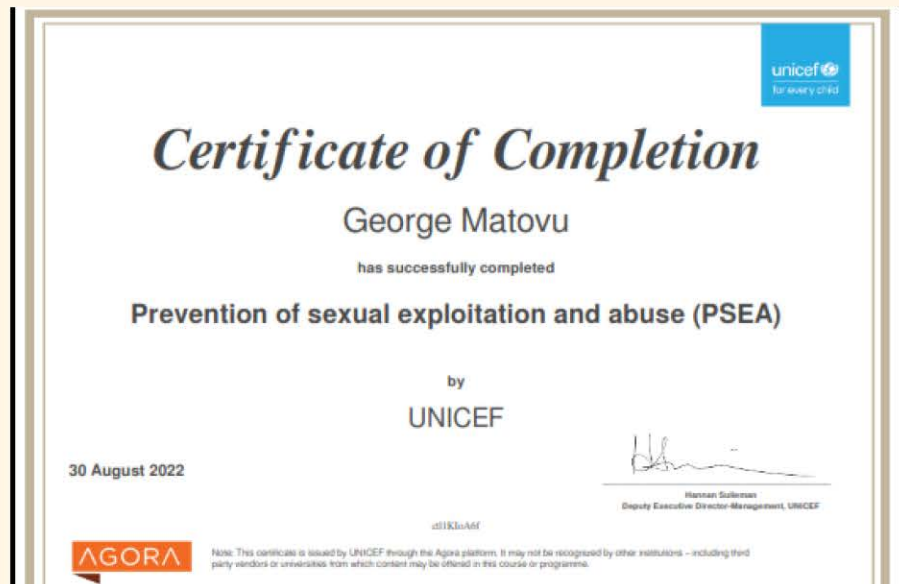
PROGRAMME AREA 3: INSTITUTIONAL AND ORGANISATIONAL DEV'T

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



Prevention of Sexual Exploitation and Abuse – PSEA Across UDN’s Operational Realm

New partnership brings new developments. While UDN had always been a gender conscious organisation, this year we went an extra mile and to raise it a notch higher. All staff underwent AGORA training and were awarded a certificate in Prevention of Sexual Exploitation and Abuse – PSEA. UDN went ahead to develop and adopt the PSEA policy and appointed staff to serve as PSEA focal person and alternate PSEA focal person charged with the responsibility of ensuring PSEA mainstreaming and following up any possible emerging cases of PASE violation. Going forward, all the activities and reporting of UDN shall have PSEA component. PSEA complaint and whistle blowers reporting hotline and email address were provided – viz PSEA-Report@udn.or.ug



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

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, Tackling Deadly Diseases in Africa Programme (TDDAP), AFRODAD, UNICEF, National Democratic Institute (NDI), International Budget Partnership and, and others

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, Tackling Deadly Diseases in Africa Programme (TDDAP), AFRODAD, UNICEF, National Democratic Institute (NDI), International Budget Partnership and, and others.

Monitoring, Evaluation and Learning

Monitoring, Evaluation Adaptation and Learning (MEAL) is a burgeoning function in UDN. To that end M&E outreaches and stakeholder consultation and feedback have been documented and relied upon to showcase successes and best practices, learn from experiences and devise strategies for better intervention going forward. This has enhanced UDN to maintain the stance of mainstreaming global crosscutting issues such as rights based programming, inclusiveness, feedback loops and corporate governance.

Forging Ahead: Key Strategies for 2023

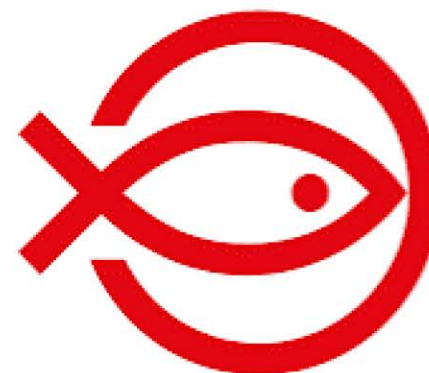
1. **Sustaining the Resource Mobilisation drive** for resources to facilitate UDN's advocacy mandate is of necessity a recurrent objective.
2. **Broadening the scope of horizontal and vertical Partnership** - collaborative arrangements and engagement platforms with state and non-state actors at sub regional, national and international levels
3. **Open Budget survey study and production of the 14th Report for Uganda** so as to influence enhanced public participation, transparency and increased oversight role of budget processes
4. **Leveraging the Budget membership space** to influence citizen centeredness of national plans and budgets.

Some Challenges Encountered

1. UDN being a national advocacy and membership network, the use of media remains one of the most effective strategies of reaching target stakeholders and delivering her messages. But cost of airtime on broadcast and space in print media is quite restrictive, hence their use was not as frequent as UDN would have desired. Nevertheless, partnership with media houses through press conferences, direct invitation for expert input and analysis as well as negotiated appearances were leveraged to transmit the messages to state and non-state actor audiences to inform, educate, communicate and influence change.
2. **Courting of new partners for resources to sustain UDN programmes and deliver on our mandate** remains a challenge. Although some sizeable number of donors came on board and traditional ones were retained, we never managed to reach our resource mobilisation and funding target. But resource scarcity being a fact of every enterprise, neither could UDN refrain from optimal use of the few resources that were garnered to achieve commendable results herein shown.



AFRICAN FORUM AND NETWORK
ON DEBT AND DEVELOPMENT



DCA
actalliance



Save the Children



**International
Budget
Partnership**



BALANCE SHEET as at 31/12/22 - Prepared by: Uganda Debt Network

ASSETS				
Non-Current Assets				
Fixed Assets				
	Buildings - Net Value	449,831,938		
	Motor Vehicles - Net Value	108,377,392		
	Computer Equipment - Net Value	20,841,536		
	Office Equipment - Net Value	21,243,023		
	Furniture & Fittings - Net value	2,837,004		
	Land-Net Value	1,358,999,281	1,962,130,174	1,962,130,174
Current Assets				
	Bank of Baroda (U) Ltd	873,761		
	Bank of Baroda (U) Ltd - FX	7,300,789		
	Petty Cash	33,000		
	Endowment Fund Deposit Account	75,290,709		
	The Housing Finance Bank \$	1,340,366		
	Stanbic Bank- UGX	169		
	Bank of Baroda 95150200000498	154,706		
	SUB- GRANTS	91,745,035		
	Institutional Development Grants	55,821,200	232,559,735	232,559,735
Total Assets			2,194,689,909	
FUNDS AND LIABILITIES				
Capital and Funds				
General Reserves				
	Revaluation Reserve	610,964,493	610,964,493	
Accumulated Funds				
	Accumulated Funds / (Deficit)	1,359,025,590		
	Net Surplus/Deficit this year	(38,192,389)	1,320,833,201	1,931,797,694
Non-Current Liabilities				
Other Long Term Liabilities				
	Other Long Term Liabilities	(5,737,197)	(5,737,197)	(5,737,197)
			1,926,060,497	
Current Liabilities				
	Supplier Control Account	119,346,737		
	P.A.Y.E. Payable	62,824,321		
	N.S.S.F. Payable	86,458,354	268,629,412	268,629,412
Total Funds & Liabilities			2,194,689,909	

APPENDIX C: UDN SECRETARIAT STAFF



Patrick Tumwebaze
Exec. Director



Julius Kapwepwe
Director of Programmes



Jude Odaro
Program Manager (CEE)



Gilbert Musinguzi
Quality Assurance Manager



Esther Mufumba
Program -Officer (CEE)



Christine Byiringiro
Program Manager (PAG)



Peace Nambooze
Finance & Admin Manager



Priscilla Naisanga
Communications Officer



Tumuhe Hilda
Research Associate



Jenice Ishimimaana
M & E Assistant



Grace Kobusingye
Program Assistant (CEE)



Penninah Akwii
Project Assistant
Kapelebyong



Jacob Opio
Communications Assistant



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IT Consultant



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Driver



George Matovu
Driver



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