



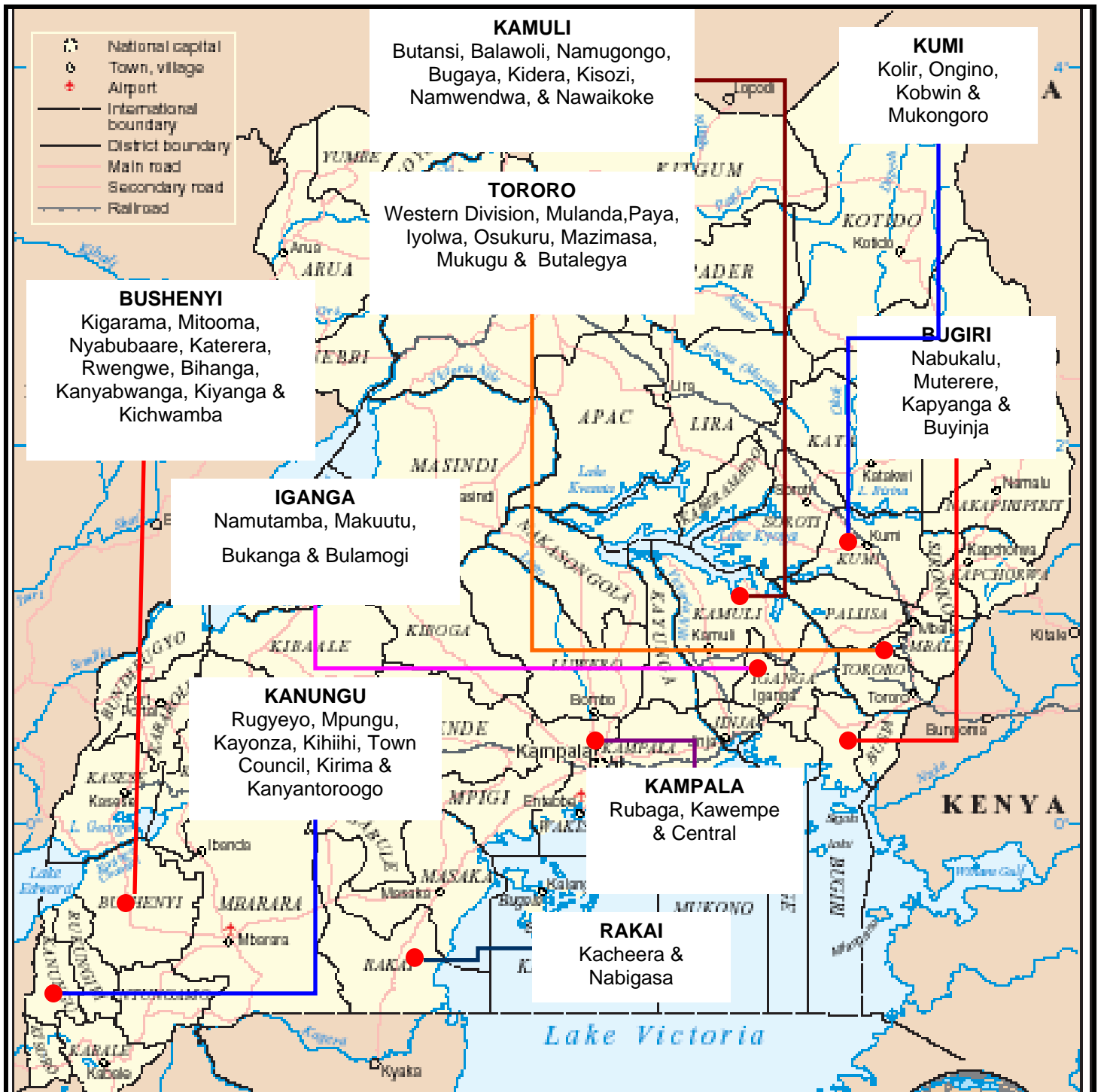
UGANDA DEBT NETWORK

Annual Narrative Report

2005

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UGANDA DEBT NETWORK OPERATIONAL AREAS



LIST OF ABBREVIATIONS AND ACRONYMS

ACCU	Anti-Corruption Coalition of Uganda
APRM	Africa Peer Review Mechanism
BAC	Busoga Anti-Corruption Coalition
BAI	Budget Advocacy Initiative
CBMES	Community Based Monitoring and Evaluation System
CDRN	Community Development Resource Network
CMCs	Community Monitoring Committees
CS	Civil Society
CSOs	Civil Society Organizations
DENIVA	Development Network of Indigenous Voluntary
EASUN	East African Support Unit for NGOs
EPRC	Economic Policy Research Centre
ERAC	Eastern Region Advocacy Coalition
FDS	Fiscal Decentralization Strategy
FHRI	Foundation for Human Rights Initiative
FOWODE	Forum for Women in Democracy
GCAP	Global Call for Action Against Poverty
HURINET	Human Rights Network
IBP	International Budget Project
IGG	Inspector General of Government
IMF	International Monetary Fund
KRC	Kabarole Research Centre
LABE	Literacy Adult Basic Education
LC	Local Council
LDC	Least Developed Country
LG	Local Government
LGDP	Local Government Development Programme
M&E	Monitoring and Evaluation
MFPED	Ministry Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MoES	Ministry of Education and Sports
MoU	Memorandum of Understanding
NGO Forum	National NGO Forum
NIMES	National Integrated Monitoring and Evaluation System
NPA	National Planning Authority
NUDIPU	National Union of Disabled Persons of Uganda
OD	Organizational Development
OPM	Office of the Prime Minister
PAF	Poverty Action Fund
PEAP	Poverty Eradication Action Plan
PHC	Primary Health Care
PMA	Plan for Modernisation of Agriculture
PMC	Poverty Monitoring Committee
PMG	Poverty Monitoring Group

PPDA	Public Procurement and Disposal of Assets Authority
PRN	Policy Review Newsletter
SAPP	Strategic Advocacy Programme and Plan
SFG	School Facilities Grant
TAC	Teso Anti-Corruption Coalition
TOCINET	Tororo Civil Society Network
UBOS	Uganda Bureau of Statistics
UDN	Uganda Debt Network
UJCC	Uganda Joint Christian Council
UPE	Universal Primary Education
WB	The World Bank

Table of Contents

Introduction.....	6
Background.....	6
Summary of Programme Implementation.....	8
Community Participation and Empowerment Programme.....	8
Policy Analysis and Socio-Economic Research Programme.....	13
Budget Advocacy Initiative Programme.....	16
Governance and Rights Programme.....	18
The Public Information Centre.....	22
Institutional and Organizational Development.....	22
Internal Operating Environment.....	22
The Board.....	22
The Secretariat.....	24
Planning, Monitoring and Evaluation.....	26
Relationships with Other Stakeholders.....	26
Lessons Learnt and Way Forward.....	27
Conclusion.....	28

UDN Annual Activity Matrix Report 2005	i
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PART A

INTRODUCTION

This narrative report covers the January – December 2005 period. During this period, a number of activities that contributed significantly to the achievement of UDN’s Vision and Mission were accomplished. The most significant development of the period was that it marked the end of the second UDN Strategic Advocacy Plan (SAP) 2003-2005, and the development of a new Strategic Advocacy Programme and Plan (SAPP) 2006-2008.

The report highlights the operational activities, achievements registered and challenges encountered in the course of implementation of UDN programmes, as well as organizational and institutional development issues. It also brings out the key policies that UDN concerns itself with and which identify it as a leading civil society organization in advocating for pro-poor policies, transparency and accountability, and prudent utilisation of public resources. The details of programme implementation are contained in the matrix report attached.

We acknowledge special contribution of our partners whose funding support has made the implementation of UDN programmes possible. We pay tribute to the grassroots monitors, activists, the UDN Board and Secretariat Staff for their invaluable contribution to the success in implementation of the organisation’s programmes. We also acknowledge the support of other civil society organizations and various stakeholders in joining hands with UDN to strengthen the capacity of civil society in Uganda to become an influential actor in national policy formulation processes.

BACKGROUND

Uganda Debt Network was formed in 1996 as an ad hoc coalition of organizations and individuals to campaign for debt relief for Uganda under the Highly Indebted Poor Countries (HIPC) Initiative. In 1998, UDN was registered as an NGO under the NGO Registration Statute and started operating. In 1999, UDN was incorporated as a Limited Liability Company with no shareholding under Company Law 1964.

When the organization started, its primary focus was the campaign for debt relief. To-date, UDN has four main programme areas, namely: a) Community Participation and Empowerment; b) Policy Analysis and Socio-Economic Research; c) Budget Advocacy Initiative; and d) Governance and Rights.

Our Vision: A prosperous Uganda with equitable development and a high quality of life for the people.

Our Mission: UDN works to promote and advocate for pro-poor policies, prudent management of externally borrowed resources, productive and equitable use of national resources, and accountability and transparency.

Our Values: Transparency and accountability; Participation and empowerment of communities; Human welfare; Economic and social justice; Gender and social equity; and Democratic accountability.

Strategic Goals

- a) Ensure that Uganda emerges from being a debt-burdened poor country and embarks on the road to sustainable development, growth and poverty eradication.
- b) Ensure that macro-economic and budget policies are participatory and incorporate the concerns and interests of poor people.
- c) Mobilize the public to ensure accountability and transparency in policy planning and formulation and in the utilization of public resources.
- d) Ensure that UDN becomes an effective lobbying and advocacy organization capable of mobilizing civil society to influence policy planning at national and local levels.

PART B

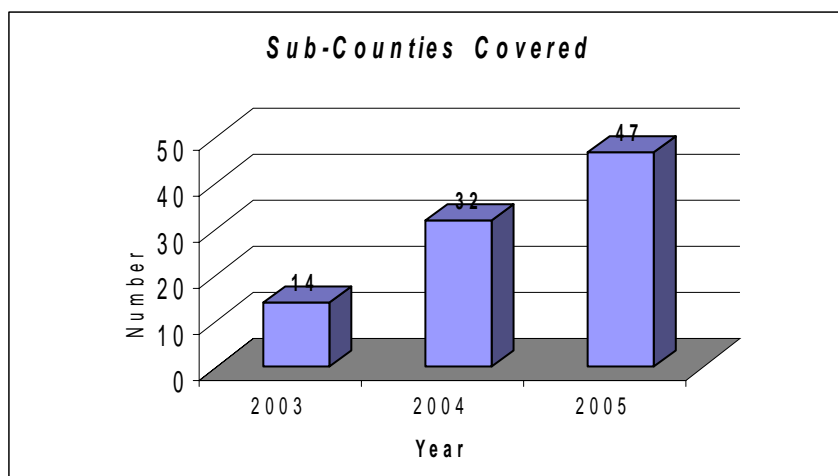
SUMMARY OF PROGRAMME IMPLEMENTATION

During 2005, UDN activities were executed under four programme areas namely: Community Participation and Empowerment; Policy Analysis and Social-economic Research; Budget Advocacy Initiative; and Governance and Rights. The fifth programme handled issues of institutional governance and organizational development.

All the programmes mentioned above are interrelated and mutually reinforce one another. Their implementation tends to be of a cross-cutting nature, which is attributed to the pro-poor perspective and Rights Based Approach that underlie all UDN's programmes and activities.

1. COMMUNITY PARTICIPATION AND EMPOWERMENT

The Community Participation and Empowerment programme employs the Community Monitoring and Evaluation System (CBMES). The CBMES is a comprehensive approach for empowering communities to acquire skills and knowledge to continuously participate in monitoring government programmes and influencing the policy formulation processes. The system uses multi-dimensional approaches involving grassroots communities to engage in continuous and pro-active monitoring of service delivery in their localities. The Community Participation and Empowerment programme is operational in 8 districts¹.



During 2005, CBMES processes were expanded and deepened in the 8 districts, through:

- Launching in 8 new sub-counties in 7 districts and 2 sub-counties in one new district (Rakai).
- Scaling up in some sub-counties that had not been fully covered.
- Refresher trainings, to beef up the skills of the

Community Monitors.

d) Increased women representation.

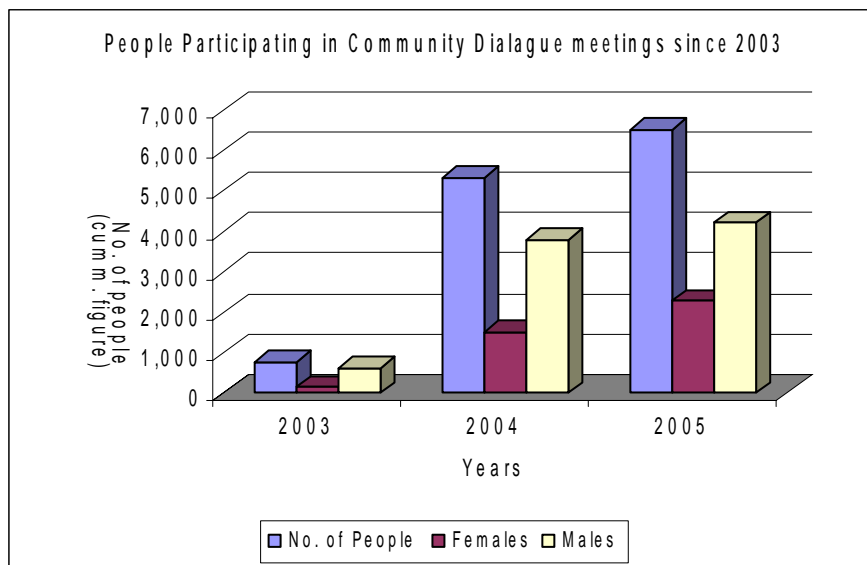
e) Extension of administration and technical support funds to Community Monitoring structures at the districts, sub-counties and parish levels.

¹ Iganga, Kumi, Kamuli, Bugiri, Tororo, Bushenyi, Kanungu and Rakai
UDN Annual Report, 2005

Table 1: Launching and scaling up of CBMES in 2005

	District	Launching CBMES in sub-counties	Scaling up CBMES
1.	Kanungu	Kayonza, Kirima and Kanyantoroogo	Kihiihi
2.	Bushenyi	Kiyanga, Kicwamba	Katerera
3.	Kumi	Kobwin, Mukongoro	-
4.	Bugiri	Kapyanga and Buyinja	-
5.	Rakai	Kacheera and Nabigasa	-

The expansion of CBMES to the sub-counties adjacent to protected areas in south-western Uganda has enlightened and given confidence to the communities to understand and actively engage in tracking how a portion of the revenue generated from the protected areas and other sources, and meant to develop the communities, is utilised. As a result, a number of changes have begun to take shape as reported in the reports of community monitors.



Preliminary visits, Trainings and Lobby events

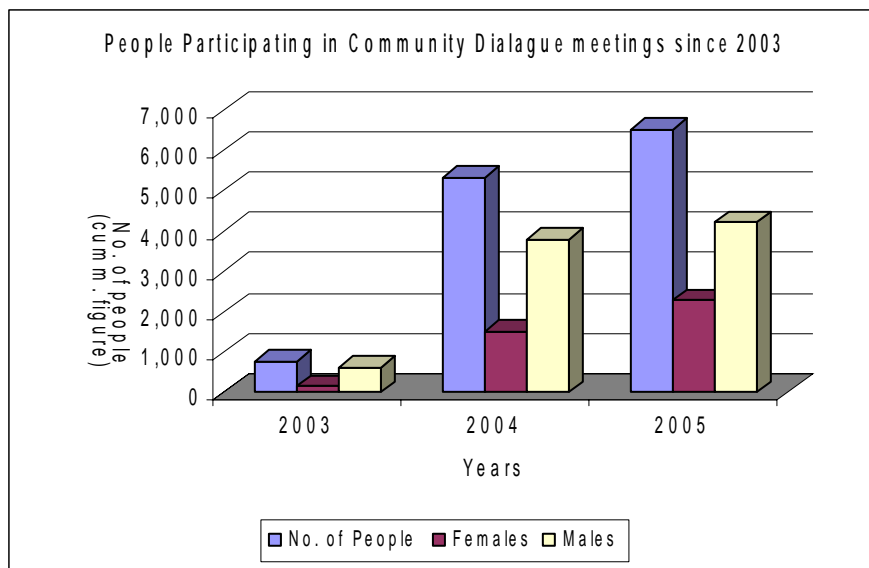
During 2005, a total of 4,480 people comprising 1,032 women and 3,448 men were mobilised to participate in the preliminary and consultation meetings with the communities in 8 districts.

A number of skills development workshops

in the districts of operation were carried out, to equip the old and new Community Monitors with knowledge on rights, advocacy, government programmes, monitoring and evaluation (M & E). Information materials on M & E, lobbying and advocacy, policies (Budget, PMA, LGDP, UPE, PAF, PEAP, PHC, etc) were shared with the Community Monitors. This was aimed at enhancing the knowledge and capacity of communities to demand and ensure effective service delivery and improved local governance.



A water pipe that is too inaccessible to residents of a village in Katerera sub-county, Bushenyi district. This is the kind of development that communities are empowered to challenge through CBMES.



To enhance community monitoring, UDN is developing a CBMES Handbook. The Handbook is still in draft form and it spells out the topics/ areas in the process of operating a CBMES.

Fourteen community meetings with Sub-county monitors², 32 Sub-county dialogue meetings³ and six district dialogues⁴ were held. In all, 6,516 people (2,296 females & 4,220 males) participated in lobby events.



Sub-county dialogue held at Mukongoro sub-county headquarters, October 2006

Media advocacy work

The proceedings of the CBMES activities were documented in form of reports, video documentaries, audio recordings, pictorial (video and still) and newspaper articles. Seven of the documentaries were screened on national television (Uganda Television) and Top TV. The results of these activities also formed the subject matter of debate in radio programmes, on both national and regional stations.

² Held in the 8 districts

³ The sub-county dialogues held in Bugiri, Iganga, Kumi, Bushenyi, Kanungu and Kamuli.

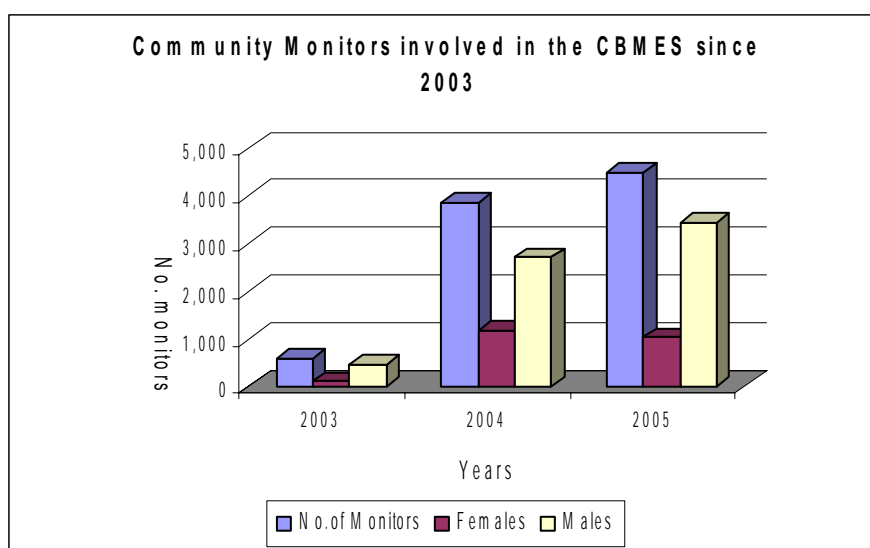
⁴ 1 Iganga, 1 Bushenyi, 2 Bugiri, 1 Kumi and 1 Kamuli

UDN facilitated a total of 156 radio programmes (3 weekly) on Radio West, Kinkiizi FM and Radio Empaga, as illustrated below:

Table 2: Radio programmes facilitated by Uganda Debt Network

Radio Station	Programme	Day and Time	Language
Radio West	<i>Katucoondoze</i>	Saturday 4-5 pm	Runyankole
Kinkiizi FM	<i>Karebuuzi</i>	Sunday 3-4 pm	Rukiga
Radio Empaga	<i>Kalondoozi</i>	Sunday 8-10 pm	Lusoga

The most significant aspect about these programmes is that the Community Monitors moderate them and the discussions centre on community rights and obligations in monitoring service delivery, community participation and governance.



Monitoring and Evaluation of CBMES activities

UDN conducted 13 quarterly visits in the districts of operation. This provided an opportunity for UDN staff and Community Monitors to interact, which increased the confidence and morale of Community Monitors. The visits are also used as an M& E tool for CBMES work.

Internetworking

UDN shared its CBMES experiences with other civil society organizations and actors through collaborative arrangements and partnerships. The organizations include LABE, ACCU, Care International Uganda, Concern Worldwide Uganda, Water Aid, NGO Forum, SNV, DENIVA, CDRN and KRC.

Strengthening Government/CSO Monitoring Public Expenditure Project

UDN has been and continues to be a member of the Civil Society Task Force to work out the parameters for CS participation in a World Bank-funded project on “Strengthening Civil Society and Government Partnership in Monitoring Public Expenditure”. The project aims to harmonise the monitoring techniques used by different CSOs so that it becomes easier to aggregate their

findings and contribute to the National Integrated Monitoring and Evaluation System (NIMES). This way, the results of monitoring can effectively interface with government policy processes.

Achievements

Through the Community Participation and Empowerment processes, various achievements were registered in 2005. The key ones include the following:

- The process of scaling up Community Monitoring activities led to the increase in the number of Community Monitors.
- Development of committed and high calibre grassroots monitors (facilitators) who are able to mobilise and train new members. The Community Monitors were increasingly able to capture issues, prepare sub-county and district reports and organize dialogues with their respective Local Government officials.
- Marginalized communities, especially those adjacent to protected areas Kanungu and Bushenyi, have been empowered to participate in influencing policy-making processes in their localities.
- Media advocacy work has increased public/community consciousness on the role of civil society in ensuring accountability and transparency.
- The information materials produced and disseminated are a resource to Local Government officials, the media, and other stakeholders interested in community monitoring work.
- Local-level leadership has begun to appreciate community monitoring work and is willing to listen and support Community Monitors in their demand for improved service delivery.

Case Study 1

Below is an excerpt from the Update Report of the Community Monitors in Nabukalu Sub-county, Bugiri District, dated 24 May 2005:

The following changes have so far taken place as a result of monitoring in the following areas, since March 2005:

- Bridging of Butyabale-Kyabakaire swamp was improved by adding one more culvert.
- The sub-county council blocked payment to the contractor of Nabukalu-Isegero Bridge.
- Information regarding money releases and utilisation is being displayed on the official notice boards at the sub-county.



Community Monitors discussing with Nanderema Health Centre II staff in Bugiri district. The Centre did not offer services to the public whenever it rained because it operated under a mango tree.

Challenges

- Ensuring effective community participation in Uganda's new political dispensation. It may be

difficult for the Community Monitors to sustain a common cause in the face of political partisanship.

- Maintaining the spirit of voluntarism among the Community Monitors to monitor, document and report on issues of service delivery in their respective localities. This is compounded by the slow response from some public leaders and institutions, towards community concerns for the improvement of service delivery. Here, UDN has been working closely with community members to further engage in quick action lobby and advocacy initiatives at the local and national levels, alongside the traditional and formal approaches that have been used before.
- Meeting the high demand for scaling up CBMES, both in the sub-counties and parishes of operation as well as other districts where UDN has not been operating at all. Yet CBMES is costly to introduce and maintain, especially in its infancy. UDN has responded by initiating strategic partnership engagements to beef up capacities and knowledge bases of CBMES and Rights Based Approaches (RBAs) to socio-economic development and analysis.
- Using the findings and experiences of community monitoring work to refine the impact of advocacy work. The need to strengthen the process of targeted advocacy is critical. In this recourse, UDN has facilitated Community Monitors to use their findings in radio programme discussions and invite key government officials to respond to community concerns with regard to service delivery.
- Availing timely information about government programmes, especially Poverty Action Fund (PAF), to Community Based Monitors. The data obtained by UDN, say from the line ministries, has to be summarised into information that can be understood and appreciated by the Monitors. This makes it necessary for UDN to increase its financial and human capacities.
- Meeting the high cost of refresher trainings for UDN staff, Community Monitors, and other stakeholders on making effective presentations, report writing and evidence-based documentation to strengthen policy advocacy work.
- Feeding the results of local-level policy concerns into the national/ macro policy-making agenda.

2.0 POLICY ANALYSIS AND SOCIO-ECONOMIC RESEARCH

Through the Policy Analysis and Socio-Economic Research programme, UDN continuously engages in policy dialogue at local, national, regional and international levels. This has enabled UDN to follow up and contribute to decisions and policy debates that have a bearing on livelihoods of the people in Uganda.

Participation in PEAP monitoring

During 2005, UDN mobilised 11,020 people (3,407 females and 7,603 males) to participate in the monitoring of PEAP-related activities in more than 8 districts. This included monitoring the implementation of programmes such as UPE and PHC, which has led to improved service delivery at grassroots levels.

UDN also facilitated 14 grassroots people from seven districts to attend the Uganda Social Forum (USF). The USF was a joint CS forum for sharing and discussing current development

issues. UDN effectively participated and over 260 people visited UDN's exhibition stall, which featured UDN publications and other information materials.

Labour Day

In a bid to heighten public awareness about the rights and obligations of workers, UDN marked Labour Day by organizing media events to contribute to the debate on the government's approach towards solving the problem of unemployment. UDN is greatly concerned that youth unemployment in the country, which stands at 5.3%, is high. This has far-reaching implications for poverty levels both at household and national levels. The theme of 2005 Labour Day was: "Youth Unemployment: An Engine for Poverty Levels both at the Household and National Level".

UDN prepared a documentary to commemorate Labour Day, which was aired on WBS Television on 29 April 2005. UDN also sponsored, and its staff participated in, a talk show to supplement the discussion on Uganda Television on 2 May 2005. UDN issued a press release titled 'Make Youth Employment a Pinnacle of Government Policy' which was published in both newspapers, *The New Vision* and *The Monitor* on 1 May 2005.

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Make youth employment a pinnacle of government policy

Uganda Debt Network (UDN) is greatly concerned that youth unemployment rate stands at 5.3%, which places a heavy dependency burden on the society and has far-reaching implications for poverty levels both at the household and national level.

This year's Labour Day theme is "Youth Employment: An Engine for National Development". The total labour force is 10.6 million of which employable youth (18-30 years) is 6 million. This employable youth represents 56.6% of the total Uganda labour force. Current statistics show that about 300,000 young people join the ranks of those searching for employment every year.

UDN contends that the high levels of unemployment are a result of the ineffective economic policies Uganda has pursued over the last two decades, which have been characterized by the following:

- full-scale privatization and liberalization
- insufficient attention paid to investment in agriculture on which over 80 per cent of Ugandans depend for their livelihood;
- high interest rates which do not match the relative macro-economic stability in the country; and
- the persistence of wars and instability in the western and northern parts of the country over the last couple of years. The bitter reality of our economic situation is that privatization of public enterprises has not translated into new jobs. Neither has it been translated into additional jobs in the economy.

In some cases, it has led to loss of jobs. In paying tribute to the Ugandan workers for their daily working struggles, Uganda Debt Network recommends that:

- The Government implements a National Employment Policy where it honours national laws and domesticates the international conventions, which it has ratified to protect and promote the rights of workers.
- Bank of Uganda enacts policies aimed at reining in interest rates, which stifle investment and employment creation to make them at par with the high economic growth in the macro-economic environment in the country.
- The Government overhauls the school curriculum and makes it job-creation oriented rather than job-seeking oriented. Emphasis on practical and vocational training should be emphasized to impart life-skills to its products.
- Government increases its annual budgetary allocations to the agricultural sector in recognition of the primary role played by agriculture in income generation and employment creation for the majority of Ugandans.

UDN's recommendations, among others, stressed the need for government to implement a National Employment Policy to protect and promote the rights of workers. Also, Government was called upon to increase its annual budgetary allocations to the key agricultural sector, cognizant of the primary role the sector plays in income generation and employment creation for the majority of Ugandans.

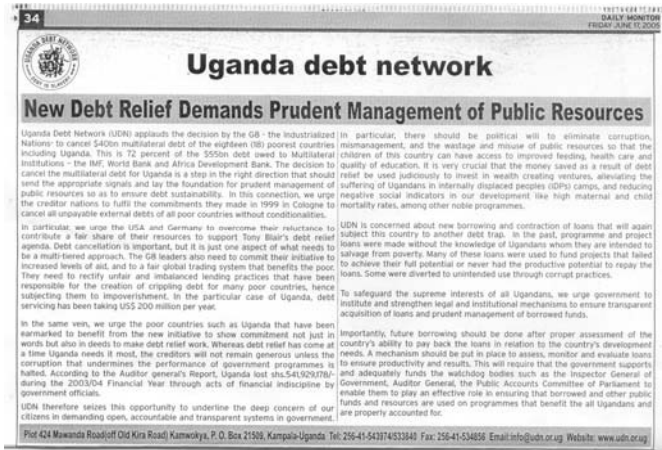
Policy Advocacy Resource Centre

During 2005, UDN produced three *Monthly Updates* (each issue of 2,000 copies). The *Updates* were used to inform our partners and other stakeholders about UDN programmes. However, from June, a decision was made to merge the *Updates* with the *Policy Review Newsletter (PRN)*, to produce a monthly *PRN*. In all, 220,000 copies of the *PRN* were produced and disseminated to policy-makers and implementers in ministries and parliament, local governments, tertiary institutions, and other stakeholders. This was to meet the demands of increased policy debate in the period of democratic transition and international policy processes (aid, trade and debt).

Through the *PRN* and other national newspapers, 29 articles on fiscal and aid policies were produced and disseminated to the public. This increased public awareness.

One desk review on children's rights and policy framework in Uganda was carried out. The study enhanced UDN's understanding of the plight of children in Uganda and has informed child advocacy work.

UDN participated in over ten Global Call for Action against Poverty (GCAP) events in relation to MDGs, Reality of Aid, and Economic Commission for Africa organised at national, regional and international levels. UDN staff were regularly engaged and interviewed by various local, national and international media on key development issues. Most of the information was sought by different media people and campaigners to inform the G-8 Summit in Edinburgh, Scotland in July 2005. The CS GCAP campaign influenced the G8 focus on debt and poverty and granting of 100% multilateral debt cancellation for 18 poor countries including Uganda.



Advocacy for Prudent Use of New Debt Relief resources for Uganda

UDN welcomed the decision by the G8 - Industrialized Nations - to cancel \$40 billion debt of 18 poorest countries including Uganda, owed to Multilateral Institutions –the International Monetary Fund (IMF), The World Bank (WB) and Africa Development Bank (ADB). However, UDN sent a message cautioning Government to use the new

debt relief resources prudently. UDN also called upon Government to institute stringent mechanisms to fight corruption in Uganda.

In this connection, UDN issued a press statement titled 'New Debt Relief Demands Prudent Management of National Resources' which was published in both *The New Vision* and *The Monitor* of 16 and 18 June respectively.

Media advocacy work

During 2005, UDN's voice in policy analysis and advocacy work featured in the print and electronic media in Uganda and the international media such as British Broadcasting Corporation (BBC), Radio France International, Prime Radio, the Dutch Television in Netherlands, Canadian Television, *The Economist* and *The East African*.

Internetworking

UDN participated in 44 networking meetings, seminars, conferences and workshops at national, regional and international levels. The meetings included those organised by institutions like The World Bank, MGLS, PMA Secretariat, UBOS, National Poverty Forum, MFPED, Parliament of Uganda, NPA and APRM, EPRC and MoES.

Achievements

In 2005, UDN was able to draw public attention on a number of policy issues, as highlighted below:

- Community understanding of the PEAP programme has increased their consciousness and ability to demand better accountability and transparency at grassroots levels.
- UDN shared her experiences and presented papers on key policy advocacy issues. UDN is rated as a key CS policy advocacy organization whose participation is credited in strengthening civil society activism to lobby policy makers.
- ♦ The *PRN* has amplified the CS voices on the current global and national development issues (debt, trade, governance, budget etc). The insertion of the *PRN* in the newspapers enhances public dissemination and awareness about policy issues.
- ♦ UDN has continued to receive scholars from various research institutions and the media interested in studying about civil society participation in Uganda.

Challenges

- The need for more human capacity building for effective engagement in policy analysis on issues like budget, corruption and development, aid and debt at the national, regional and international levels.
- Effectively lobbying international institutions like IMF and WB for policy alternatives to offer new poverty reduction strategies.
- Government is still paying a lip-service to civil society participation with no deliberate efforts to incorporate CS views in policy processes.
- Sustaining the increased demand for UDN participation at the local, national and international levels.

3.0 BUDGET ADVOCACY INITIATIVE (BAI)

The Budget Advocacy Initiative (BAI) aims at mobilizing civil society in Uganda, especially people at the grassroots, to jointly and pro-actively participate in advocating for pro-poor budget policies and monitoring public expenditure. The BAI was established after realizing that the budget and other related policies the government was implementing were not addressing the needs of the poor, and that public expenditure management, especially transparency and accountability, were wanting.

Achievements

Budget transparency and accountability remain critical issues in macro policy formulation. UDN has lobbied to ensure that local and national budgets comprehensively incorporate the priorities of various marginalized people. During 2005, over 450 grassroots people were mobilized and participated in budget monitoring in the districts where UDN is operating. Community understanding of local government budget processes has tremendously increased and they are able to participate in the process. Community monitors in two districts (Tororo and Bugiri) were invited and attended their district budget conferences.



Participants who attended the Kampala Training Workshop at Tal Cottages, Rubaga, 12- 16 September 2005

In order to increase collaboration on budget advocacy at national level, a civil society budget advocacy coalition comprising over 14 CSOs was formed. In collaboration with other CSOs, a public dialogue on the 2005/06 national budget was organized and a joint civil society statement on the 2005/06 budget was produced and circulated to various stakeholders in the country. Public debate on the national budget has considerably improved as seen in the national media, i.e. increasing public debates on radios and TV stations.

In order to have an informed CS demanding for accountability, transparency and effective participation in budget processes at national and local levels, UDN produced a number of review and analysis articles especially in the *Policy Review Newsletter (PRN)* issues July, August and September 2005.

Collaboration between UDN and the Ministry of Finance involved the sharing of simplified budget information materials⁵ which have enhanced community awareness on government programmes and enhanced their capacity to participate in the budget process.

UDN has continued to carry out reviews and analysis of the government budget policies and their implementation. During the reporting period, 3,000 copies of the *Fiscal Decentralisation Strategy (FDS)* were published and disseminated to various policy-makers. In addition, a study to review and analyse the national budget (2005/06) and two local government budgets (for Rakai and Kampala) were commissioned.

UDN has continued to be a key participant in the discussions on budget policy processes such as the Public Expenditure Review Meetings (PER) and Budget Consultative Meetings. Senior government officials, Members of Parliament, donors and CSOs attend the PER meetings. 2,000 copies of the Civil Society statement on the misuse and mismanagement of public resources were produced and disseminated during the PER meeting. In collaboration with other CSOs, a joint CS response on the national budget framework paper 2006-07 was made during the first national budget consultative meeting in Kampala.

⁵ Translated *Citizen's Guide to the Uganda National Budget* into Runyakitara.
UDN Annual Report, 2005

UDN continued to collaborate with other CSOs at international levels. UDN is member of the CS Budget Initiative (CSBI) based in Washington DC, and through the initiative participated in number international activities i.e. meetings, sharing workshop and staff trainings. Three staff members attended international trainings on budget work that were held in South Africa, Portugal and Uganda.

UDN participated in over 18 budget-related internetworking meetings at national, regional and international levels. These included meeting with PPDA- Procurement sector review, MFPED - Government/CSO Monitoring of Public Expenditure project, Civil Society Budget Initiative (CSBI)- IBP, DFID- budget support, IMF-Fiscal Transparency, CS Budget Advocacy Group (CSBAG) among others. Through such interactions, UDN's budget advocacy work has continued to grow and is highly recognised by various stakeholders both at national and international levels.

Challenges

A number of challenges manifested themselves in the course of the programme's implementation. These include:

- ♦ Strengthening of CS budget advocacy efforts through mmentoring of CSOs especially at grassroots levels.
- ♦ Enhancing the capacity of CS to effectively influence budget policy formulation in the country. Government has provided space for CS participation in policy processes, but in most cases this space is not effectively occupied because of capacity constraints.
- ♦ Getting policy makers, especially at Local Government levels, to appreciate the role of CS in the policy process. Most Local Governments look at the participation of civil society, especially advocacy CSOs, as critics of their work rather than partners.
- ♦ Sustaining community and CSO interest in monitoring and budget advocacy work. There is positive response from communities and CSOs regarding budget work, but there is a danger of the interest and enthusiasm diminishing especially if their expectations take long to be met.

4. GOVERNANCE AND RIGHTS PROGRAMME

The Governance and Rights Programme seeks to ensure that the fight against corruption is part of the wider struggle to advance democratic accountability and transparency in public office. UDN also works to ensure that the Rights Based Approaches (RBAs) are streamlined in the design and implementation of government policies and programmes, aimed at active participation of the poor people.

Formation of Youth Taskforce on Anti-corruption

As part of its anti-corruption campaign activities, UDN spearheaded the formation of a Youth Task Force on Corruption and good governance, comprising 15 members⁶ and chaired by Julius

⁶ Primary Schools (Buganda Road, Bat Valley and Green Hill Junior); Secondary schools (Green Hill Academy, Kitante Hill, Namilyango College and Grace High) , Government (IGG's office); CSOs (Youth Alive and National Youth Council); Media (*The New Vision* and *Daily Monitor*).

Othieno, a teacher from Buganda Road Primary School. The Taskforce developed the strategy for the campaign, formulated the essay question, marked and graded the essays. It also identified prizes and organized the prize awarding ceremony.

Involvement of the Youth in Anti-corruption activities

A total of 1,123 pupils and students from over 675 schools participated in the national youth essay writing competition. It involved primary, junior and senior secondary pupils and students who wrote on the impact of corruption on governance in Uganda. The main objective of the competition was to educate the youth and general public about the dangers of corruption and possible ways to fight it.



The Danish Ambassador, H.E. Stig Barlying presenting a prize to one of the winners of the Youth Essay Writing Competition.

This nationwide effort provided UDN with an opportunity to marshal the collaboration of various media institutions in Uganda, which publicised the youth anti-corruption activities. These included *The Daily Monitor*, *The New Vision*, Radio Uganda in Luganda and English, Radio Empanga (Lusoga), Radio West (Runyankole), WBS Television, K.FM, Simba FM, Central Broadcasting Service (Luganda) and Mega FM (Luo).

WBS Television also provided UDN with free airtime, for teens to talk about corruption. This is a long-term partnership that will result into a weekly programme for the youth to debate and discuss the negative impact of corruption on the country's development.

The winning 30 essays (10 from each category) will be published in a booklet in 2006, for greater advocacy work against corruption.

Participation in Anti-corruption Week

In conjunction with other stakeholders, UDN and its grassroots partners participated in processions, talk shows and public dialogues to mark the anti-corruption week. The theme of the week was 'Corruption in public procurement'. A total of ten grassroots people from eight districts were facilitated to attend the launch of the national Anti-corruption Week activities at

national level. Community monitors participated in the civil society anti-corruption activities that were organised in their districts.

Three hundred campaign materials (T-shirts, newspaper articles, briefing papers and banners) were produced and circulated, to boost the campaign efforts and disseminate anti-corruption messages like 'End Corruption Now'.

Public education on Accountability and Transparency

During 2005, UDN re-produced 2000 copies of the CSO statement entitled, 'A Call for a Comprehensive Strategy to Combat Corruption in Uganda'. This was in response to the public outcry expressed in the media and other forums about the high levels of corruption in Uganda. Examples included *The East African* and *The Monitor* newspaper opinion columns of 7 and 22 February 2005 respectively.

Advocacy for the Economic Social Cultural Rights of Marginalised Groups

UDN in conjunction with Care-REPA undertook preliminary visits, skills development workshops, field monitoring activities and advocacy meetings among communities living adjacent to protected areas in Bushenyi and Kanungu districts. The work carried out identified power imbalances in local governance institutions whereby the minority groups, like the Batwa in south-western Uganda (Kanungu), were hitherto ignorant of their rights to participate in and influence development initiatives in their communities. This worsened their socio-economic status and livelihood situation.

The above initiative also highlighted the need to balance natural resource management and the recognition, protection and promotion of the rights of people adjacent to the protected areas. This ought to be reflected in government policy and programme implementation.

Uganda Governance Monitoring Programme (UGMP)

UDN is a member of the UGMP, a collaborative effort among nine Ugandan CSOs⁷ and their counter-parts in The Netherlands to monitor the progress by Government of Uganda in relation to selected democratic governance benchmarks. The benchmarks include the democratisation process; human rights situation; transparency and accountability; and conflict resolution.

Government Proposal to Purchase Vehicles for Ministers

UDN opposed the Government proposal to purchase expensive vehicles for Ministers. In this respect, UDN issued a CSO Statement titled 'Government Proposal to Purchase Ministers Vehicles Irrational' that was published in both newspapers, *The New Vision* and *The Monitor* of 3 May 2005 respectively.

Campaign against MPs' bid to increase their Emoluments

⁷ The CSOs include SNV, NGO Forum, FHRI, KRC, UJCC, FIDA, Caritas Uganda and UDN.
UDN Annual Report, 2005

A 20-member CSO working group challenged what was perceived by the public as outrageous demands, mainly by Members of Parliament (MPs), for increased pay and allowances, yet they were considered to be already highly paid. The statement decried the opportunistic step taken by the MPs to take advantage of the occasion to pass the Omnibus Bill on Constitutional

UGANDA DEBT NETWORK
Ugandan MPs Making Outrageous Demands

Uganda Debt Network (UDN) is a coalition of civil society organizations that have been formed to monitor the government's expenditure and ensure that it is used for the benefit of the people. UDN has been monitoring the government's expenditure since the 1990s. In 2005, UDN issued a report on the government's expenditure for the year 2004/05. The report revealed that the government had spent over 100 billion Uganda Shillings (US\$ 4.2 billion) in 2004/05. This was a 10% increase over the 2003/04 budget. UDN expressed concern over the government's expenditure, particularly the increase in the salaries and allowances of Members of Parliament (MPs). UDN stated that the MPs' salaries and allowances were 10% higher than those of other public servants. UDN also expressed concern over the government's expenditure on the private sector, particularly the increase in the salaries and allowances of private sector executives. UDN stated that the private sector executives' salaries and allowances were 10% higher than those of public servants. UDN called for the government to reduce the salaries and allowances of MPs and private sector executives, and to increase the salaries and allowances of public servants. UDN also called for the government to increase transparency and accountability in its expenditure.

MP's salaries and allowances by allowances and salary of other public servants	MP	Minister	Member of Parliament	Public
Emoluments before tax	2,872,000	1,810,000	1,287,500	1,272,000
Travel allowance	400,000	200,000	150,000	150,000
House allowance	100,000	50,000	50,000	50,000
Medical allowance	1,750,000	1,000,000	750,000	750,000
Security allowance	500,000	250,000	200,000	200,000
Other allowances	1,122,000	561,000	437,500	437,500
TOTAL	5,484,000	3,871,000	3,215,000	3,200,000

The widening income gap

UDN is concerned that the income gap between the rich and the poor is widening. This is due to the increase in the salaries and allowances of the rich, particularly the MPs and private sector executives. UDN called for the government to reduce the salaries and allowances of the rich, and to increase the salaries and allowances of the poor. UDN also called for the government to increase transparency and accountability in its expenditure.

Continued Misuse and Wastage of Public Resources

Statement of Members of Civil Society

Presented to the
Public Expenditure Review Workshop held at Munyonyo on 10th May 2005

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Amendments, to advance their selfish interests.

UDN also took part in debate on the issue on radios and national newspapers.

Achievements

- Through the campaign statements, the public was educated and conscientised about the excessive demands that create constraints on the national budget while denying the majority citizens the delivery of quality services and a distortion of national priorities as reflected in the PEAP.
- Public and media debate on governance and corruption was generated, viz *The East African* and *The Monitor* newspaper opinion columns of 7 and 22 February 2005 respectively.
- The anti-corruption campaign informed the Constitutional amendment process, especially the need for an anti-corruption tribunal.
- There is growing enthusiasm among grassroots people and the youth concerning anti-corruption campaign work.
- Strengthened CS collaborative efforts in demanding for increased transparency and accountability in the conduct of public affairs in Uganda.
- Government and the general public recognize and appreciate the role of CS in fighting corruption. Many stakeholders also consider UDN as a leading CSO fighting corruption in Uganda.
- Communities adjacent to protected areas acquired knowledge and skills on the rights and obligations of citizens and were able to engage their leaders and demand for their entitlements.

Challenges

- ♦ Capturing the concerns of marginalised communities and the poor in Uganda as a priority into the Local Government and national policy development agenda and programme implementation.
- ♦ The need for more pressure to be brought to bear on government to create greater space for the democratisation of governance institutions, especially during the transition from movement to multi-party politics in Uganda.
- ♦ The struggle against corruption in Uganda needs to be popularised and made to assume a more national character, through concerted lobbying and advocacy. There is need for more collaboration of civil society with various partners like the media.
- ♦ Strengthening regional coalitions and consolidating CS efforts in the ensuring good governance.

5.0 THE PUBLIC INFORMATION CENTRE (PIC)

The PIC is the nerve centre of UDN's communication system that was set up to acquire, store, process, package and disseminate information on public policy issues. The PIC aims at enabling UDN Staff, Members and partners have timely access to information and use it effectively to influence pro-poor policy change.

UDN maintains a website at www.udn.or.ug that is regularly updated with current information that informs our partners, stakeholders and the general public. This has enabled quick storage and access to information (publications, reports and other advocacy materials) for stakeholders at local, national and international levels and facilitated internet-based research and advocacy.

In effort to improve the efficiency in communication, UDN acquired hard and soft ware, such as the server, four computers, a router, digital camera and recorder, and a Microsoft server 2003 software. The internet connection was also upgraded from wireless to VSAT.

UDN acquired key information materials such as journals, books, policy reports and newspapers that inform our policy advocacy work. The PIC has facilitated the production of a) three issues (6,000 copies) of the Monthly Updates, b) 220,000 copies of the PRN, c) 3000 copies of FDS, d) 40 video footages e) over 156 audio tapes f) over 10,000 other resource materials like CD ROMs and booklets. Members of the public, in some cases at a fee, easily access these materials.

6.0 INSTITUTIONAL AND ORGANIZATIONAL DEVELOPMENT

The programme is responsible for the governance, management and administration of the organisation. It provides oversight and strategic direction for the implementation of four major components of the Strategic Advocacy Plan.

6.1 INTERNAL OPERATING ENVIRONMENT

The Board

The UDN Board of Directors is the policy-planning organ of the network elected by the members. The Board holds scheduled meetings every two months to receive the report of the

Secretariat and formulate new policies for the smooth running of the organization and network's activities.

Table 3: List of the Board Members during 2005

Names	Status
Prof. Dr. Nduhukhire-Owa-Mataze.	Chairperson (until August -RIP)
Robinah Rubimbwa	Ag. Chairperson/ Vice-Chairperson
Prof. Edward Kakonge	Member –Ag. Treasurer
Ojambo Nakamolo	Secretary
Clovis Tooli	Member
Steven Baligeya	Member
Bwagu Ssengooba ⁸	Co-opted Member

The Board held eleven meetings in 2005. The Board discussed re-alignment of governance relationships, the draft Strategic Advocacy Plan 2006-08 document, staff welfare, budgets and plans. The decisions of the Board are critical to the strategic direction of the organisation and the pace at which programmes are implemented.

Improving Governance structures

UDN recognises the need to strengthen its governance structures to meet the current and future demands, expectations, and challenges that the organisation faces at the local, national and international levels. Nevertheless, one area that has remained weak is the recruitment and maintenance of a viable membership to achieve this. Over the years, many of the original members have not renewed their membership, while a crop of new members has been registered. Many of these are not paid up and cannot participate in the decision-making organs such as the Annual General Meeting (AGM) or get elected to the Board of Directors.

In order to improve the quality and increase the number of registered and paid up members of the organization, the Board in 2004 initiated a strategy to recruit new members. The strategy involves secondment of prospective members to the Board for consideration. The current Board will be in office until early 2006 when the next AGM will be held.

External Evaluation

In the third year of the programme implementation, an external evaluation is carried out by external consultant(s) hired for the purpose to ascertain the achievements, measure the value added and suggest the way forward for the future. However, UDN's experience with the first external evaluation undertaken in 2001 to inform the just ended advocacy programme and plan showed that because of the nature of the organization's work (i.e. Advocacy), the three-year programme performance period was not long enough to enable effective capturing of its impact. It was thus felt that the second evaluation should be undertaken after a five-year programme performance from when the previous one was carried out. So, the second evaluation will be

⁸ Co-opted to work on the Human Resource Manual
UDN Annual Report, 2005

carried out in the second year (i.e. 2007) of the new programme and plan to be launched in 2006. The findings of the external evaluation will be shared with all stakeholders and the entire public.

Strategic Advocacy Programme and Plan 2006-08

A new UDN Strategic Advocacy Programme and Plan (SAPP) for 2006-08 was developed. This was through a participatory process involving the holding of regional consultative workshops with key stakeholders in South Eastern, North Eastern, Central and South Western Uganda. The purpose of the consultations was to collect views on how the public perceived UDN work and its relevance to the society. In addition, stakeholders drawn from government, Civil Society and the donor community were interviewed to capture their views on UDN. Consultations were also made with the UDN Board and staff. The reports of the consultations informed the SAPP process. The exercise was participatory and is expected to increase ownership of the new SAPP.

The new SAPP 2006-08 was presented to and discussed by the UDN donors represented in Uganda, who approved it with minor changes. One thousand copies have since been produced for sharing with partners.

Organisational Development (OD) process

The process of OD initiated towards the end of 2004 with the first OD intervention is ongoing. The second OD process that was supposed to be undertaken during 2005 did not take place. This was due to the need to internalise the outcome of the first process. To facilitate the process, the Technical Advisor (TA) of UDN undertook a Facilitating Organisational Development (FOD) course at EASUN, Moshi, Tanzania. Subsequently, the TA is conducting an organisation learning process and the second OD intervention is expected in 2006.

The Secretariat

The UDN Secretariat is the administrative, planning and implementation unit of the Network headed by the Executive Director who is the Chief Executive Officer of the organization. The Executive Director, assisted by the programme staff, is responsible for the development, implementation and monitoring of programmes.

Since January 2005, UDN has been operating without a substantive Executive Director, after the retirement of Mr. Zie Gariyo. This is a challenge that the Board has tackled by setting in motion a recruitment process by hiring the services of a professional recruitment firm. Interviews conducted in 2005 did not identify a suitable candidate. The Board adopted a new approach of headhunting whereby the Technical Advisor was charged with the responsibility of searching for suitable candidates. The organisation has been working under the direction of an Acting Executive Director, Mr. Patrick Tumwebaze. A substantive Executive Director is expected to be in office by the first quarter of 2006.

Table 4: List of UDN Staff during 2005

	Names	Position
1.	Zie Gariyo	Technical Advisor/ Caretaker Office of the Executive Director
2.	Patrick Tumwebaze	Ag. Executive Director / Director of Finance and Administration

3.	Basil Kandyomunda-Left in March	Deputy Executive Director
4.	Allen Ruhangataremwa	Senior Programme Officer
5.	Mukotani Rugyendo	Senior Media and Communications Advisor
6.	Daniel Lukwago	Policy Officer
7.	Julius Kapwepwe	Programme Officer
8.	Joyce Kyeyune- Left in August	Communications Officer
9.	Pauline Apolot	Programme Assistant
10.	Imelda Namagga	Programme Assistant
11.	Sarah Nakibuuka	Programme Assistant
12.	Anita Namara	Programme Assistant
13.	Robert Nkwasiabwe	Accounts Assistant
14.	Naiga Josephine- Left in May	Administrative Assistant
15.	Esther Mufumba	Administrative Assistant
16.	George Matovu	Driver
17.	Susan Wanyana	Office Attendant
18.	Grace Kemirembe	Cleaner

At the end of each year, UDN carries out appraisals of its staff through the filling of appraisal forms and assessments. The annual performance assessment system is designed to serve three main purposes related to human resource management, and improving organisation performance. These are: (i) to identify staff's areas of strengths and measure the level of their output, (ii) to keep staff informed of the areas in which they are weak; (iii) to assess the options available and take measures to improve staff performance. It is aimed at enabling and encouraging staff, supervisors and management to continuously and realistically monitor and improve everyone's contribution to the attainment of UDN's goals and objectives.

Human Resource Development

UDN is committed to strengthening its internal capacity to undertake effective lobbying and advocacy. In 2005, UDN facilitated a number of staff to undertake trainings both at national and international levels. The UDN Personnel Policy is currently under review to produce a comprehensive Human Resource Manual.

Eleven UDN staff underwent an in-house training in Policy Advocacy and Lobbying. The training was geared at enhancing the skills of staff in advocacy and lobbying.

Two staff members were facilitated to undertake trainings at national level. This was in Office Management and Policy Advocacy and Lobbying. Five members of staff undertook international trainings. The trainings were crucial in exposing staff to international policy advocacy and enhancing capacity to effectively deliver on programmes. The trainings are shown below:

Table 5: Staff who underwent training

Name	Position	Training undertaken	Venue	Organizer
Daniel Lukwago	Policy Officer	Linking ESC Rights and Budget Analysis	Alhocete-Portugal	Dignity International

		Civil Society Participation in PRSPs	Antwerp-Belgium	University of Antwerp
Julius Kapwepwe	Programme Officer	Budget Advocacy and Human rights	Cape Town	IDASA and IHRIP
Josephine Naiga	Administrative Assistant	Training in Office Management	UMI Kampala	Uganda Management Institute
Anita Namara	Programme Assistant	Resource Mobilisation	Mombasa-Kenya	Resource Alliance
Imelda Namagga	Programme Assistant	Resource Mobilisation	Mombasa-Kenya	Resource Alliance
		Poverty Reduction Impact Appraisal Tool	Entebbe-Uganda	National Planning Authority
Pauline Apolot	Programme Assistant	Resource Mobilisation	Mombasa-Kenya	Resource Alliance
		Policy Analysis and Advocacy	Entebbe and Jinja	DRT and NGO Forum
Robert Nkwasiwe	Accounts Assistant	Database Management	UDN	DANIDA
11 UDN Staff		Advocacy and Lobbying	Ranch on the Lake	UDN

In addition to the above trainings, four staff members were undertaking Masters programmes at various universities in Uganda, and one member undertaking an ACCA course. The Office Attendant was undertaking an Advanced Level Certificate of Education.

6.2 PLANNING, MONITORING AND EVALUATION

UDN prepares the Annual Work Plan derived from the Strategic Advocacy Programme. Staff also prepare work plans that are discussed and approved at weekly, monthly, quarterly and half year staff meetings and reviews. These guide the implementation, review of achievements, challenges and operating environment of programme activities.

UDN staff and members undertake routine field visits to interact closely with communities where the organization is operating. This is part of the mechanism instituted to monitor and evaluate the progress of grassroots activities. The visits help to strengthen the enthusiasm of grassroots partners to remain engaged in policy advocacy activities.

UDN staff members prepare weekly, monthly, quarterly, half-year and annual reports to document the progress of the implementation of programmes. All the reports are uploaded and can be accessed at our website: www.udn.or.ug.

6.3 RELATIONSHIPS WITH OTHER STAKEHOLDERS

Local Networking

UDN works closely with the other civil society organizations that are operating in Uganda. However, UDN's strength lies in its ability to mobilize groups at the grassroots develop their capacity to influence policy formulation and implementation at local and national levels.

National level

UDN encourages and works closely with other Networks and Non-Governmental Organizations with similar interests and concerns. These include Action for Development, Uganda Women's Network, DENIVA, NGO Forum, ACCU, Environmental Alert, ACODE, Action Aid, Oxfam, Forum for Women in Democracy, UJCC, KRC, SNV, CDRN, FHRI, DANIDA, LABE, Concern Worldwide Uganda and Care International.

UDN continued to collaborate with key government institutions such as the Inspectorate of Government, Economic Policy Research Centre, The National Planning Authority, The Directorate for Ethics and Integrity, Office of the Prime Minister and Parliament. Others include Ministry of Finance, Planning and Economic Development, Ministry of Gender and Social Development and other line Ministries. UDN also enjoys a cordial working relationship with various Local Governments, particularly where its programmes are implemented. In 2005, this enabled UDN develop fruitful dialogue on matters of mutual interest.

UDN hosted and or attended over 90 meetings with partners and other stakeholders such as Christian Aid; AFRODAD, Care International; Dan Church Aid; Trocaire; University of Wisconsin; The World Bank; University of Genk; Concern Worldwide; Food and Agricultural Organisation; Literacy Adult Basic Education (LABE); Utstein Anti-Corruption Resource Centre; Centre for Basic Research; Agricultural Sector Programme Support; *The Economist*; NGO Forum; Oxfam; DANIDA-HUGGO; Makerere University Mass Communication Department; [Population Secretariat](#); UNICEF; UJCC; CDRN; National Council of Children; UBOS; Microsoft East Africa; FIT Uganda; Save the Children; IICD; I-Network among others.

International Networking

In 2005, UDN was actively involved in international advocacy work especially on the issues of poverty and development, debt, aid and trade. UDN participated in campaigns such as: Millennium Development Goals (MDGs), Global Call to Action Against Poverty (GCAP) initiatives, Global debt cancellation, International Budget Project, Logolink among others. UDN's participation was critical in informing Civil Society campaigns. On several occasions, UDN members were key resource persons. UDN participated in the Blair Commission for Africa discussions and attended the G8 summit in Scotland.

6.4 LESSONS LEARNT AND WAY FORWARD

Lessons Learnt

A number of lessons were learnt during 2005, as highlighted below:

- ♦ Championing community participation is a complex process. It requires patience. It is also time-consuming. Success should not be measured in terms of numbers per se but also resilience of the organization to remain engaged with various community interests and how long the relationship built from the experience lasts. UDN has proved that it is worthwhile engaging with communities to achieve policy impact.

- ♦ The interest of Local Government officials in monitoring work done by communities should not be taken for granted. Officials that are responsible for implementation of government programmes may not take kindly the concerns raised by those they regard as less educated than them.
- ♦ The entire process of enabling, empowering and facilitating communities to effectively participate in monitoring and evaluation of delivery of public services is costly and requires immense financial, human and material resources that one organization may not easily afford. This requires strategic and collaborative partnerships with various stakeholders.
- ♦ The work of a CSO can be misunderstood to be anti-government if public officers and service providers are not willing to appreciate and uphold the rights of citizens as the primary target of their interventions. An organization such as UDN must continually educate not only the citizens about their rights and entitlements but also the service providers about their duties and obligations.
- ♦ The OD processes can be an eye-opener for the organisation to test whether it understands the direction it is taking in the context of its internal and external environment.

Way Forward

Operating environment

The conducive policy environment nurtured by the Government of Uganda for civil society organizations to operate has presented UDN with new challenges and demands in its bid to contribute to the policy formulation processes. In the new SAPP 2006-08, UDN will continue to take a pro-active stance towards government and other institutional policy processes as part of its overall agenda of influencing poverty eradication-focused policies.

Strengthening Partnerships

In Uganda, while the emergence of civil society organizations is a relatively a new phenomenon there is a growing interest of citizens to participate in influencing economic, political and social decision-making processes. In view of the challenges facing Uganda in its endeavour to democratise governance under multiparty dispensation, UDN will seek to join hands with other like-minded organisations to lobby and advocate for participatory, inclusive and pro-poor policy initiatives.

Sustainability Strategy

UDN is devising such strategies as the Endowment Fund and Corporate Plan. In 2005, a draft document of the plan was developed. Furthermore, the relevance of UDN programmes in providing answers aimed at reducing the poverty situation in Uganda, together with the continued zeal and voluntarism on the part of our partners at various levels are critical resources for UDN's sustainability strategy.

CONCLUSION

In 2005, UDN implemented a number of activities to meet the objectives of the various programmes. These directly feed into the organization's Objectives, Mission and Vision.

Numerous successes, challenges and lessons, as reflected upon above, have been experienced. UDN will build on these experiences to inform the new SAPP 2006-08.



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ANNUAL ACTIVITY MATRIX REPORT, 2005

<i>Result Area</i>	Planned Activity	Actual	Variance	Reason	Achievements	Challenges
PROGRAMME AREA 1: COMMUNITY PARTICIPATION AND EMPOWERMENT						
<i>Result 1. Community based monitoring and evaluation systems (CBMES) in place and fully operational</i>	8500 monitors mobilised to participate in Community Based Monitoring and Evaluation System (CBMES) Activities	4,023 (927 women & 3,096 men) were mobilised to participate in CBMES activities in eight districts [Tororo - 360, Kanungu -672, Bushenyi -1,107, Bugiri -221, Kamuli -1,088, Iganga -232, Kumi-304) & Rakai-39]	4,477 less	Late disbursement of funds that affected timely implementation	<ul style="list-style-type: none"> ◆ 4,480 (1,032 women and 3448 men) were mobilised to participate in the preliminary mobilization and consultation meetings ◆ Community monitoring structures established and operational in 47 sub-counties⁹ ◆ Enhanced community knowledge and capacity to demand and ensuring effective service delivery and improved local governance. ◆ Marginalized communities especially those adjacent to national park reserves in Kanungu and Bushenyi have been empowered to participate in influencing policy-making processes in their localities. 	<ul style="list-style-type: none"> ◆ Sustaining of community monitoring activities in the new political environment ◆ Effective participation of women in the CBMES ◆ Sustaining the enthusiasm of community monitors

⁹ Tororo -6, Kanungu -7, Bushenyi-10, Bugiri-4, Kamuli -8, Iganga -6, Kumi -4 & Rakai -2

	8,900 people participate in lobby events at sub-county, district and national level.	6,516 people (2,296 females & 4,220 males) participated in lobby meetings in 32 sub counties and 6 districts.	2,384 less	Inability to hold lobby meetings in 2 districts and national levels due to resource constraints	<ul style="list-style-type: none"> ◆ Dialogue meetings have increased interaction among community monitors, service providers and local government officials, thus resulting into corrective action and follow-up on community concerns. ◆ Participatory dialoguing has imparted skills and knowledge for monitors to effectively lobby and advocate for improved service provision and decision-making. ◆ Dialogues have led to positive change and behavior of local leaders in implementation and delivery of public services. ◆ 38 sub-county and district community-monitoring reports were produced and disseminated to various stakeholders. ◆ Improved capacity of monitors to document and use the findings to lobbying and advocate for policy change in their localities. 	<ul style="list-style-type: none"> ◆ Bridging the gap between micro (local) and macro (national) policy advocacy concerns. ◆ Sustaining community interaction with their leaders.
	Media coverage of community monitoring activities at sub-county and district levels facilitated	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Seven video coverage on monitoring activities produced and screened on national TV stations (i.e. UTV & Top TV). ◆ More than eight articles on community monitoring activities published in local and national newspapers (i.e. the daily monitor & the new vision) ◆ Community dialogue meetings attracted media attention and coverage on leading FM radios (i.e. Capital Radio, Radio Empanga, Radio West, Radio West & Open Gate Radio) in the country. ◆ Media work has increased public/ community consciousness on the role of civil society ensuring accountability and transparency. 	Strategic engagement with the media to increase advocacy work	

Result area 2: Skills and knowledge of Community Based Poverty Monitors in the policy process enhanced	180 Grassroots people and CSOs Leaders acquire skills in M& E lobbying, advocacy and facilitation.	471 (181 women & 290 men) grassroots people acquired skills in monitoring, and evaluation and facilitation	291 more	Increasing demand from the community to train in CBMES	<ul style="list-style-type: none"> ◆ The trainings have improved the grassroots monitors' confidence in monitoring, evaluation, lobbying & advocacy. ◆ Development of committed high calibre grassroots monitors (facilitators) who are able to mobilise and train new members. ◆ 304 (120 females & 185 males) new monitors in four districts (Kanungu, Bushenyi, Bugiri & Kumi) acquired skills in monitoring & evaluation. 	<ul style="list-style-type: none"> ◆ Balancing the trade-off between quality and quantity of monitors. ◆ Timely follow-up and refresher training for monitors.
	15,000 information materials produced and disseminated to community monitors and various stakeholders.	28,160 copies of information materials on M&E; lobbying & advocacy; policy (PMA, Budget, LGDP, UPE, PAF, PEAP, PHC etc); were produced and disseminated	13,161 more	Increased need to fill the information gap at grassroots levels	<ul style="list-style-type: none"> ◆ A draft CBMES handbook & manual was produced and tested during community training exercises. ◆ Increased community understanding of advocacy, monitoring, and government policies, thus enhancing monitoring work. ◆ Some information materials are a resource to local government officials, the media, and other stakeholders interested in community monitoring work. 	Devising popular methods for wider dissemination of information materials.
	Organise media events & promotional activities at local & national level	156 weekly radio programmes were facilitated on 3 local radios stations (Radio West, Radio Empanga and Kinkiizi FM)	0	Activity done as planned.	<ul style="list-style-type: none"> ◆ 156 radio talk shows made by community monitors (in Kanungu, Kamuli & Bushenyi districts) were sponsored. ◆ The talk shows have helped to inform about 12 million people on community monitoring and the role communities in demanding for accountability and transparency. ◆ The radio talk shows form a platform for communities to air out their concerns especially service delivery to their leaders. 	Evaluation of the impact of radio programmes

<p>Result 3: An institutional framework to enhance community participation in M & E of government programmes developed & strengthened</p>	Monitoring & Evaluation of CBMES activities	13 quarterly field visits undertaken by staff in eight CBMES operational districts	0	Activity done as planned.	<ul style="list-style-type: none"> ◆ Interaction between UDN staff and monitors increased the confidence and morale of community monitors. ◆ Field visits are used as an M& E tool for CBMES work. ◆ Local leadership has begun to appreciate community dialogue meetings and is willing to listen and support community-monitoring work. 	Documentation of community monitoring experiences
		Monitoring committees in seven districts were facilitated with financial support to enhance their work.	2 less	CBMES not operational in one district & 1 district had governance problems	<ul style="list-style-type: none"> ◆ The funds have been effectively utilized in administering monitoring work (stationery, transport, rent, follow-up activities etc) ◆ Continuous and periodic monitoring and reporting has greatly improved. ◆ Community monitors in eight sub-counties¹⁰ elected monitoring committees. 	<ul style="list-style-type: none"> ◆ Increasing funding to meet community monitors' demands
		Annual national Community Monitoring sharing workshop attended by 50 people not organised.	1 less	Change of strategy	<ul style="list-style-type: none"> ◆ 30-community monitors from 8 districts were facilitated to attend a three-day planning workshop at national level. ◆ The monitors developed, discussed and endorsed the 2005 Community Monitoring Strategy. 	<ul style="list-style-type: none"> ◆ Sustaining the monitors' interest in monitoring.
	Undertake networking activities at local, national & international level	Over 22 internetworking activities ¹¹ were undertaken.	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Sharing of UDN's experiences with other civil society organization and actors. ◆ Worked out partnerships and collaboration with other CSOs (i.e. LABE, Care Uganda, Concern Uganda Water Aid etc) ◆ Various stakeholders (CSOs, Donors & Gov't) appreciate UDN's role in policy lobbying & advocacy. 	<ul style="list-style-type: none"> ◆ Meeting high stakeholder expectations

¹⁰ Kirima & Kyantoorogo (Kanungu); Kobyin & Mukongoro (Kumi); Kichwamba & Katerera (Bushenyi); Kapyanga and Buyinja (Bugiri).

¹¹ These included meetings with Concern Uganda, PMA, CSO Monitoring Forum, LABE, Water Aid, Care Uganda, LogoLink, Ministry of Finance, NGO Forum among others.

PROGRAMME AREA 2: POLICY ANALYSIS AND SOCIAL ECONOMIC RESEARCH

<i>Result Area</i>	Activity Output	Actual Activity	Variance	Reason	Achievements	Challenges
<i>Result area 1: Policy related causes and consequences of poverty clearly defined and addressed</i>	16,000 people mobilised to participate in PEAP monitoring	11,020 people (3,407 females & 7,603 males) were mobilised and participate on PEAP related monitoring activities more than 8 districts.	4,980 less	Inadequate resources to effectively carry out mobilisation activities	<ul style="list-style-type: none"> ◆ 14 grassroots people from seven districts were facilitated to attend the Uganda Social Forum (USF). ◆ The USF was a joint CS forum for sharing and discussing current development issues. UDN effectively participated and over 260 people visited UDN's exhibition stall. ◆ Monitoring the implementation of PEAP programmes such as UPE, PHC has led to improved service delivery at grassroots levels. ◆ Community understanding of the PEAP programme has increased their consciousness and ability to demand better accountability and transparency at grassroots levels. 	Linking local and national policy advocacy work.
	Development of the Policy Advocacy Resources Centre (135,000 copies of the PRN & 2,000 copies of the advocacy handbook)	220,000 copies of the Policy Review Newsletter (PRN) were produced and disseminated.	85,000 more	Change of strategy to produce the PRN on a monthly basis	<ul style="list-style-type: none"> ◆ The PRN is the leading CSOs policy advocacy and lobbying newsletter in the country. ◆ The PRN has amplified the CS voices on the current global and national development issues (debt, trade, governance, budget etc). ◆ Insertion of the PRN in the newspapers enhances mass public dissemination and awareness i.e. the PRN is used as a reference materials for scholars, researchers, media etc. 	Evaluating the impact of the PRN in shaping the national and international policy
		Advocacy Training Handbook not produced	1 less	Late disbursement which led to delay in the implementation of some activities	<ul style="list-style-type: none"> ◆ Over 20,000 copies of advocacy training materials have been produced and used during community & CS training sessions in Kampala, Rakai, Kumi, Bugiri, Bushenyi and Kanungu ◆ 11 UDN staff attended an advocacy and lobbying skills training 	Documenting UDN advocacy experiences

Result area 2: National and international fiscal and aid policies and their relevance to the poor people are analysed and reviewed	Review & Analysis of fiscal & aid policies and their impact on poverty	No aid and fiscal policy was analysed and reviewed	1 less	Change of strategy to production of issues papers	<ul style="list-style-type: none"> ◆ 29 articles on fiscal and aid policies were produced and disseminated to the public through the PRN and newspapers (over 240,000 copies), thus increasing public awareness ◆ Two statements on debt cancellation and youth employment were produced and circulated. ◆ One desk review on children rights and policy framework in Uganda was carried out. The study enhanced UDN's understanding the plight of children in Uganda and has informed child advocacy work ◆ Increasing response from the public and policy makers on issues raised (i.e. the PMA Secretariat) 	Effective policy analysis for policy change
		UDN participated in global CS campaigns on aid and fiscal policies			<ul style="list-style-type: none"> ◆ UDN participated in over ten Global Call for Action against Poverty (GCAP), MDGs, Reality of Aid, and Economic Commission for Africa meetings that were organised at national, regional and international levels ◆ The CS GCAP campaign influenced the G8 focus on debt and poverty and granting of 100% multilateral debt cancellation for 18 poor countries including Uganda ◆ The GCAP yielded various consultations with various stakeholders such as media agencies i.e. Dutch television, Prime Radio, BBC, and Radio France among other 	Sustaining UDN's participation in international advocacy campaigns

	Undertake networking activities at national and international levels	Participated in 44 networking meetings, seminars, conference and workshops at national, region and international levels.	34 more	High demand by various stakeholders for UDN's participation	<ul style="list-style-type: none"> ◆ Meetings included; World Bank- UJAS, MGLS- Employment, Poverty, Child Rights, PMA M&E sub-committee, UBOS, National Poverty Forum, MFPED, Parliament, NPA-APRM, EPRC, MoES –UPE, Poverty Status Report 2005, consultations¹² with researchers, donors, the media and academia among other. ◆ UDN shared her experiences and presented papers on key policy advocacy issues and is rated a key CS policy advocacy organization whose participation is credited ◆ UDN has continued to receive scholars from various universities who want to study CS in Uganda; for instance UDN hosted a researcher from Denmark 	Sustaining the increased demand for UDN participation
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PROGRAMME AREA 3: BUDGET ADVOCACY INITIATIVE

<i>Result Area</i>	Activity Output	Actual Activity	Variance	Reason	Achievements	Challenges
Result area 1: National and Local budgets comprehensively incorporate the priorities of various marginalized groups.	600 people mobilised to participate in budget monitoring activities at Local and Central Gov't levels.	450 people were mobilised to participate in budget advocacy activities (i.e. PER, budget consultations, CS budget advocacy initiative etc) at local and national levels	150 less		<ul style="list-style-type: none"> ◆ UDN operational districts have achieved high level of community understanding of local government budget process and are able to participate in the process ◆ A CS budget advocacy coalition comprising of over 14 CSOs was formed to spearhead budget advocacy activities in the country ◆ Grassroots people have developed confidence to interact with the service providers and local government leadership thus increased community involvement in budget processes 	Strengthening CS budget advocacy efforts

¹² These included The Economist Magazine; Agricultural Sector Programme Support-FAO; University of Genk; University of Wisconsin; University of Copenhagen; World Bank, BBC; Prime Radio; Canadian TV Network; Radio France etc

		Two budget training workshops attended by 76 people were organised in Kampala (36 people) and Rakai (40 people) districts	2 less	More time taken in mentoring the grassroots people	<ul style="list-style-type: none"> ◆ The trainings were attended by grassroots people, CBOs, councillors and local leaders ◆ The trainings enhanced the capacity of CS actors to effectively participate in budget processes at local government levels. ◆ Communities in Rakai district formed community monitoring committees in two sub-counties of Nabigasa and Kacheera to foster monitoring and participation in budget processes 	Mentoring of CS budget advocacy work
Result area 2: An informed civil society demanding accountability, transparency, effective participation in budget processes at national and local levels.	Development & maintenance of the Budget Information Centre	Various budget policy documents such as BTTB 2005/06, Budget Speech 2005/06, budget performance reports, PER documents, MTEF etc were collected and information reviewed	None	Activity done as planned	UDN has credible up to-date information on the national budget policies which informs CS advocacy work	Utilisation of this information for effective policy advocacy.
		A public dialogue on the 2005/06 budget was organised and 4 radio talks shows on the FM radios were held	None	Activity done as planned	<p>300 people including donors, policy makers, MPS, academicians, CSOs attended the dialogue.</p> <p>A CS budget advocacy group was formed to foster budget advocacy work</p> <p>A joint CS statement on the 2005/06 national budget was produced and circulate through the media (print & electronic media)</p> <p>Public debate on the national budget has considerably improved as seen in the national media</p> <p>UDN contributed on the national budget discussions on Radio 1 & 2, KFM and in newspapers.</p>	Strengthening the CS budget advocacy work

		3,000 copies of the Fiscal Decentralisation Strategy (FDS) Report were published and disseminated	None	Activity done as planned	<ul style="list-style-type: none"> ◆ The study has enabled UDN to inform Government on how FDS can be effectively implemented to enhance the decentralization policy in Uganda. ◆ The study attracted interest from various stakeholders such as the donor decentralization group. ◆ UDN is highly recognized as a key stakeholder in policy processes in Uganda. 	Enhancing CS debate on fiscal decentralization and public expenditure management.
	Reviews & analysis of the national and local budgets	The process of the analysing & reviewing of a) national budget (2005/06) and b) two local Gov't budgets (Rakai and Kampala) is on going	3 less	Activity on-going	<p>Critical review and analysis articles on the 2005/06 budget were produced and circulated in the PRNs of July, August & September, 2005</p> <p>The studies will provide more understanding of how pro-poor and pro-growth the budgets are</p>	Ensuring the studies inform budget policy
		UDN participate in the review and analysis of the 2004/05 budget undertaken by the CS budget group			<p>The findings of the review were published a 4 page leaflet and which has been circulated to various stakeholders and policy makers.</p> <p>The review raised critical questions on taxation policy, expenditure prioritisation and management, which have enhanced public debate.</p>	Strengthening CS budget analysis work
<i>Result Area 3: An institutional framework that allows for the involvement of civil society in the budget process established.</i>	Undertake networking activities at local, national & international levels	UDN participated in two national budget meetings (PER & the 1 st national budget consultative meeting)	3 less	Meetings are organised by Gov't (MFPED)	<p>2,000 copies of the CS statement on misuse and management of public resources were produced and disseminated during the PER meeting and the print media</p> <p>A CS statement on the national budget framework paper 2006-07 was produced and circulated during the 1st national budget consultative meeting</p>	Institutionalisation of CS participation in budget processes
		Community monitors in two districts (Tororo & Bugiri) were facilitated to attend district budget conferences	5 less	Some districts have not embraced the participation of monitors in budget meetings	<p>Local government leaders have begun to appreciate the role of CS i.e. community monitors in budget processes</p> <p>Community monitors' understanding of their local budget processes and their role is well appreciated by various stakeholders</p>	Getting Local Gov't officials appreciate the role of monitors in the budget process

		18 networking meetings at national, region & international levels were attended	8 more	Increased demand for UDN participation	Meetings included: PPDA- Procurement sector review, MFPED - Govt/CSO monitoring of Public Expenditure project, Civil Society Budget Initiative (CSBI)- IBP, DFID- budget support, IMF-Fiscal Transparency, CS Budget Advocacy Group (CSBAG) among others Increased UDN collaboration with other CSOs on budget advocacy work; UDN is a member of the CSBAG steering committee and IBP UDN's budget advocacy is highly recognised by various stakeholders both at national and international levels Various CSOs in Uganda & abroad are interested in learning from UDN's experiences in public expenditure monitoring	Documentation of UDN's budget advocacy experiences
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PROGRAMME AREA 4: GOVERNANCE AND RIGHTS

<i>Result Area</i>	Activity Output	Actual Activity	Variance	Reason	Achievements	Challenges
Result area 1: Laws for transparency and Accountability are enacted and enforced.	To facilitate the public education on Public Accountability & Transparency	Seven youth task force and two CSOs working groups meetings on educating the public on accountability and transparency were facilitated	2 more	Increased need for CS collaboration	<ul style="list-style-type: none"> ◆ The youth task force comprised of 15 people (primary & secondary teachers, IGG, media) were very instrumental in organising the national annual youth anti-corruption essay competition ◆ A 20-member CSO working group challenged the outrageous privileges of MPs and other public officials ◆ A CS statement on outrageous demands by MPs was produced and circulated ◆ The public was educated and conscioutised by the privileges and entitlements of members of parliament 	Mobilising CS into a sustainable campaign.
		No regional consultative meetings were organised	10 less	Resource constraints	<ul style="list-style-type: none"> ◆ Grassroots people interest in anti-corruption campaign growing especially in districts that implementing the CBMES 	Strengthening regional coalitions

		163 grassroots people were facilitated to attend two national lobby events	143 more	Increased enthusiasm of grassroots people	<ul style="list-style-type: none"> ◆ Two CS consultative meeting on public accountability and transparency were organised at national level ◆ Two civil society statements on a) Gov't proposal buy Land Cruiser Vehicles for Ministers¹³ and b) Continued misuse of public resources¹⁴ were produced and circulated ◆ The statements were published in the national media a) the Daily Monitor & the New Vision of 3rd & 4th May, 2005 respectively ◆ Strengthened CS collaborative efforts on ensuring transparency and accountability 	Sustaining the CS ant-corruption campaign at grassroots levels
		No production/ reprint of legal acts were done	2 less	Change of strategy to dissemination of already existing legal acts	<ul style="list-style-type: none"> ◆ 1,000 copies of CS statement on Call for Comprehensive Strategy to Combat Corruption in Uganda were produced and circulated. ◆ Public and media debate on governance and corruption was generated i.e. the East African & Monitor Newspapers' opinion columns of 7th & 22nd February, 2005 respectively ◆ The statement informed the Constitutional amendment process especially the need to an anti-corruption tribunal 	Getting policy makers appreciate the role of CS in ensuring accountability and transparency
Result area 2 Public officials' adherence to principles of open, transparent and accountable systems of governance increased	At least 50,000 people mobilised to participate in the anti corruption campaign	17,022 people were mobilised to participate in anti-corruption related activities in over 8 districts	32,978 less	Delayed disbursement of funds by some partners	<ul style="list-style-type: none"> ◆ UDN participated in the annual anti-corruption week activities (procession, dialogues, media etc) at national level ◆ A video coverage on the annual anti-corruption national launch was produced. ◆ Government and the general public appreciate the role of CS in fighting corruption ◆ There is increasing collaborative efforts by CSOs to demand for accountability and transparency from leaders at all levels in the country 	Building a conscious CS to effectively demand for improved governance in the country

¹³ 'The Government proposal on Ministers Vehicles not rational'

¹⁴ 'Continued Misuse and Wastage of Public Resources'

		No grassroots anti-corruption activities were facilitated	9 less	Delayed disbursement of funds by some partners	<ul style="list-style-type: none"> ◆ 10 grassroots people from eight districts were facilitated to attend the launch of the national anti-corruption activities at national levels ◆ Community monitors participated in the civil society anti-corruption activities that were organised in their districts 	Mentoring & strengthening of regional anti-corruption coalitions
		1, 123 pupils and students were mobilised to participate in the annual anti-corruption essay competition 2005			<ul style="list-style-type: none"> ◆ A task force comprising of 15 people mainly teachers was formed to organise and facilitate the competition ◆ Conscientisation of the youth and children on the consequences of corruption to Uganda's growth. The essays indicated high quality work. ◆ Positive response from schools; over 675 school participated in the competition ◆ Over 237¹⁵ people including 4 H.E Ambassadors attended the ceremony for awarding of winners. ◆ 30 winners were awarded prizes that included: computers, TVs and Radios, novels, dictionaries, watches, t-shirts and certificates. ◆ 1778 certificates awarded to all participating schools, pupils and students. ◆ 5000 copies of booklets of winning essays have been published. 	<ul style="list-style-type: none"> ◆ Increasing the consciousness of the younger generation on the dangers of corruption ◆ Sustaining the youth anti-corruption campaign
		200 copies of campaign materials (t-shirts, new paper adverts, briefing papers and banners) were produced and circulated	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Key messages like 'End Corruption Now!' informed and educated the public on the consequences of corruption in Uganda ◆ Increased visibility and appreciation of UDN anti-corruption work; UDN is considered by many stakeholders as the leading CSO fighting corruption in Uganda 	Production and mass circulation of popular anti-corruption information

¹⁵ Four ambassadors, Gov't representatives, police, CSOs, pupils and students, media, UDN members & the general public.

		10 media events were organised	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Events included: 4 documentaries on community participation; 1 children programme on WBS TV; 1 youth essay competition (newspapers, radios & TV)¹⁶; 1 one global fund (KFM); 1 on anti-corruption week & 2 on labour rights ◆ Increased public consciousness on the role of civil society ensuring accountability and transparency 	Evaluating the impact of our media work
Result area 3 Economic, Social and Cultural Rights (ESCR) of citizens enshrined in the basic laws are adopted/adapted and upheld	Undertake a study on Public Litigation	Study on Public Litigation not undertaken	1 less	Change of strategy for further consultation and involvement of other CSOs		
		Organised ESCR awareness meetings amongst communities adjacent to protected areas in Bushenyi and Kanungu districts			<ul style="list-style-type: none"> ◆ 70 Community members (38 men and 32 women) from 2 sub counties¹⁷ in each district participated ◆ Communities adjacent to protected areas acquired knowledge and skills on the rights and obligations of citizens ◆ The activity was undertaken in collaboration with Care Uganda –REPA programme 	Enhancing the capacity of communities to demand for their rights
	Undertake internetworking meetings at local, national and international levels	16 internetworking meetings were attended	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Key collaborative meetings included: Transparency International, African Union Convention on Corruption, DANIDA, ACCU, Uganda Governance Monitoring Project, Care-REPA, and LABE, Utstein Anti-Corruption Resource Centre, Centre for Conflict Resolution, IGG Corporate & Development Plan 2005-09 launch, CS-Government collaboration against corruption and Constitutional Amendment ◆ UDN's participation is highly recognised; in some meetings UDN members and staff were invited as resource persons or presenters 	Consolidating CS efforts in the ensuring good governance

¹⁶ WBS TV, the New Vision, the Daily Monitor, K.FM, Simba FM, CBS and Mega FM.

¹⁷ Kiyanga & Kateerera- Bushenyi; Kayonza & Kihiihi - Kanungu

PROGRAMME AREA 5: UDN INSTITUTIONAL AND ORGANISATIONAL DEVELOPMENT ENHANCED						
<i>Result Area</i>	Activity Output	Actual Activity	Variance	Reason	Achievements	Challenges
<i>Result Area 1: UDN Staff and Members have access to information and use it effectively to influence pro-poor policy change</i>	Website is regularly updated and maintained	Redesigning and upgrading of website: www.udn.or.ug is on going	None	Activity done as planned.	<ul style="list-style-type: none"> ◆ Quick storage and access to information (publications, reports and other advocacy materials) for stakeholders at national and international levels 	Enhancing internet advocacy
	Hardware, software and accessories acquired, installed and regularly serviced	<p>Hard & soft ware: New state of the art Server, 4 new computers, router, digital camera & recorder, Microsoft server 2003 software purchased</p> <p>Upgraded the internet server from wireless to VSAT</p>	None	Activity done as planned	<ul style="list-style-type: none"> ◆ The LAN has been upgraded for effective communication and internet based research and advocacy ◆ UDN staff and members have full and instant access to e-mail and internet ◆ Improved quality of equipment and facilities for timely production and dissemination of advocacy information to policy makers and the general public 	<ul style="list-style-type: none"> ◆ Fast moving technological advancement ◆ High costs of maintenance of hardware & software
	Documentation and Publications Unit established and operational	Over 800 copies of Newspapers, Journals, CD-ROMS, Gov't publications & other publications	None	Activity done as planned.	<ul style="list-style-type: none"> ◆ Provided reference materials for research and advocacy work 	
<i>Result Area 2. UDN administrative, governance & policy structures fully operational</i>	UDN administrative, governance & policy structures fully operational	11 Board meetings (6 scheduled & 5 emergency) organised	5 more	Need to address key institutional issues	<ul style="list-style-type: none"> ◆ UDN 2006-08 Strategic Advocacy Programme was discussed and approved ◆ The Board provided strategic and oversight function to the secretariat 	Strengthening of UDN Governance Structures
		8 Board Working Committee meetings (Personnel & Finance) organised	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Discussed and approved a) finance report b) audit report, and c) annual budget c) financial procedures ◆ Strategic decisions regarding a) staff recruitment & welfare b) revision of the Human Resource Policy & Constitution c) Membership were made 	Timely implementation of recommendations

		No Annual General Meeting was organised	1 less	Inability to raise quorum for the AGM due to implementation of new membership restructure	<ul style="list-style-type: none"> ◆ UDN membership restructured and 23 members (18 individuals and 5 organisations) recruited ◆ The new members' contribution has substantially improved the UDN's own generated funds ◆ Improvement in the quality of UDN membership 	Meeting the membership expectations
		The Review of UDN's Constitution on-going			<ul style="list-style-type: none"> ◆ A Draft Constitution was produced, and discussed by the Board 	Strengthening UDN's Governance Structures
	Monitoring & Evaluation of UDN programmes.	12 monthly, 2 quarterly, 1 half-year review & planning meetings organised	1 less	Annual review meeting not organized	<ul style="list-style-type: none"> ◆ Meetings used for reviewing progress in programme implementation and discussion on strategic focus for the organization ◆ Effective sharing with partners and members on UDN's achievements, challenges and lessons learnt ◆ UDN's stakeholders given an opportunity to discuss and propose key strategic focus for the organisation ◆ UDN's advocacy efforts in improving the governance situation in the country highly commended 	Active involvement of UDN partners and members in the UDN's activities
		3 issues (6,000 copies) of the UDN Monthly Update produced and circulated	9 less	Change of strategy to production of the PRN on a monthly basis	<ul style="list-style-type: none"> ◆ Timely and effective communication of UDN activities to key stakeholders in the country ◆ UDN is the most visible CSO in Uganda; enhancing credulity, public image and trust 	Effective communication to stakeholders
		2,000 copies of the Annual Report 2004 were produced and circulated	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Documentation of UDN work and informing stakeholders about the organisation's advocacy work ◆ Enhanced UDN's profile and credibility ◆ Enable to share with like minded and other CSOs about UDN's experiences 	

		Over 43 internetworking meetings attended at local, national, regional and international levels	None	Activity done as planned.	<ul style="list-style-type: none"> ◆ UDN shared her experiences with a number of stakeholders and partners especially from international level ◆ UDN is regarded as a key policy advocacy CSO in Uganda ◆ Increasing from other CSOs especially from abroad to learn from UDN 	Meeting increasing demand from various stakeholders
	Development of the UDN Strategic Advocacy Programme (SAP) 2006 – 2008.	UDN Strategic Advocacy Programme (SAP) 2006-08 produced	None	Activity done as planned	<ul style="list-style-type: none"> ◆ Five technical planning meetings comprising of staff and board were organised ◆ Four regional consultative meetings were organised. 103 people: Western region –18; Eastern region –19; Central & National level -23 & Busoga region –21 were consulted in the development to the SAP ◆ A three- day meeting comprising of 17 staff & board members to discuss the SAP was organised ◆ One-day stakeholder (partners & members) meeting to discuss the SAP attended by 25 people organised ◆ The SAP was developed in an open and participatory manner involving all stakeholders (members, partners, Gov't, grassroots communities, and staff), thus increased ownership ◆ 1,000 copies of the SAP 2006-08 were published 	<ul style="list-style-type: none"> ◆ Remaining relevant in the new political environment ◆ Effective implementation of the SAP
	UDN sustainability strategy in place	UDN Fundraising & Endowment Strategy development	None	Activity done as planned	<ul style="list-style-type: none"> ◆ UDN membership financial contribution enhanced; 4 million shilling raised in 2005 as compared 2 million in 2004 ◆ Empowerment fund policy established to address sustainability concerns ◆ UDN Corporate Plan (in draft form) produced 	Enhancing UDN sustainability
		Organisational Development Workshop was not organised	1 less	Activity planned for next year	<ul style="list-style-type: none"> ◆ UDN Technical Advisor attended the Facilitating Organizational Development training in Arusha Tanzania ◆ One feed back meeting attended by UDN staff and Board members organized 	Using the OD as a learning process for UDN

		Joint meeting with UDN's funders was not organised	1 less	Changes in funding arrangements	<ul style="list-style-type: none"> ◆ Over 15 meetings with UDN funders held: Christian Aid; Care International; DanChurchAid; Trocaire; Concern Worldwide; Cordaid; DANIDA/DFID; IICD among others. ▪ UDN signed partnership-funding agreements with DANIDA/DFID, CARE International and Concern World geared at supporting the organisations work. ◆ There is very positive attitude by most UDN funders to support the organisation activities. ◆ UDN has continued to receive considerable level of funding from its funders 	Getting UDN funders fulfil their commitments
		No staff – board retreat was organised	1 less	Other urgent commitments	<ul style="list-style-type: none"> ◆ Staff regularly interacted with the board through a) their representation on the Board and b) the personnel committee 	
	Staff development undertaken	UDN strengthened its human resource with 10 staff members	7 more	Need to fill existing gaps in staff	<ul style="list-style-type: none"> ◆ Two staff were promoted to senior positions (Senior Programme Officer & Director Finance & Administration), two on probation were confirmed (Programme Officer & Programme Assistant), and five assistants (Programme & Administration Assistant and 1 support staff ◆ Enhanced capacity of UDN to effectively implement its programmes 	Recruiting and retaining high caliber staff
		16 staff were facilitated to undertake 20 trainings at local and international levels	None	Activity done as planned	<ul style="list-style-type: none"> ◆ The trainings included: Policy Advocacy; Budget Analysis & ESC Rights; PRSPs; lobbying and advocacy; Poverty Analysis; Resource Mobilisation; FOD among others ◆ The exposure and training has enabled staff to take on senior positions in the organization ◆ International networking and sharing: The International Human Rights Internship Programme supported one UDN staff to attend a exchange visit study at IDASA in South Africa ◆ The capacity of staff to undertake effective advocacy work has improved 	Retaining staff

