



2018 ANNUAL REPORT



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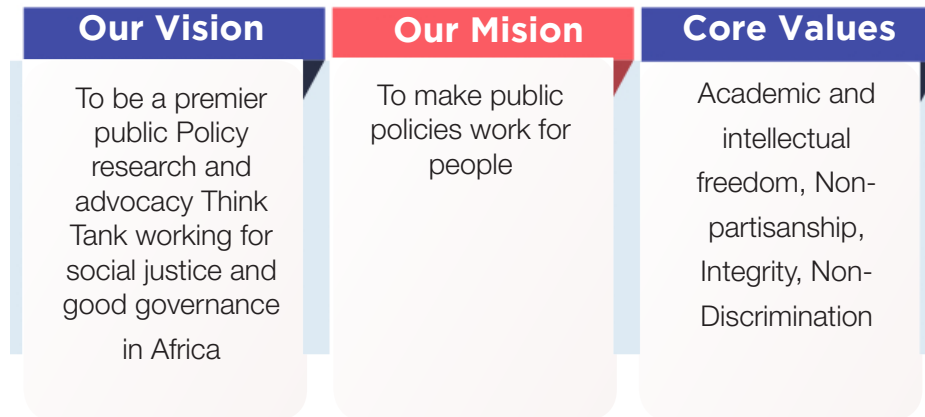
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Acronyms

ACODE:	Advocates Coalition for Development and Environment
BSDME:	Budget and Service Delivery Monitoring Exercises
BTI:	Budget Transparency Initiative
CAO:	Chief Administrative Officer
CBEG:	Centre for Budget and Economic Governance
CEAPs:	Civic Engagement Action Plans
CEM:	Civic Engagement Meeting
CSCO:	Civil Society Coalition on Oil and gas in Uganda
CSO:	Civil Society Organization
ENR:	Environment and Natural Resources
GEC:	Green Economy Coalition
LGCSOI:	Local Government Councils Scorecard Initiative
MFPE:	Ministry of Finance, Planning and Economic Development
MoH:	Ministry of Health
MoLG:	Ministry of Local Government
NTCC:	National Technical Coordination Committee
STON:	The State of the Nation Platform
ULGA:	Uganda Local Government Association



Our Strategic Objectives

- » Policy Research and Analysis – Creating new knowledge and innovative tools for governance through research and analysis
- » Outreach and Advocacy – Promoting the utilization of independent policy ideas by governments through policy outreach and advocacy
- » Civic Engagement – Empowering citizens to demand for accountability and shaping public policies that are equitable
- » Institutional Capacity – Strengthening our human and financial resource base to achieve the vision of the premier public policy research and advocacy Think Tank



Message from the Chairman



I have the pleasure to present to you the 2018 Annual Report. For the last three years, ACODE was once again ranked as the best think tank in Uganda. This was in an assessment led by the University of Pennsylvania through its Think Tanks

and Civil Societies Program (TTCSP) (2018 Annual Think Tank Index Report). Think Tanks globally continue to play a major role in policy development and implementation and ACODE is happy to be part of this fraternity. The report elevated ACODE to competition against global think tanks in USA, Europe and the African continent. This shows ACODE's great strides in policy research and advocacy.

After the successful implementation of the 10 year Strategic Plan and Programme of Work (2009-2018), we are pleased to have completed the ACODE 2018-2028 Strategic Plan that was adopted by the Board in its meeting that took place in Kampala. This Strategic Plan and Programme of work is a concerted effort

by the Board, Secretariat, ACODE staff and major stakeholders in the public, private sectors, civil society organizations and development partners. The Board takes this opportunity to thank all stakeholders who in one way or another made input or contributed to the development of this crucial document.

Our achievements over the course of this year have demonstrated that, indeed, ACODE is on the path of success as a premier public policy think tank in Africa. As we continue to leverage our position, we have set ambitious benchmarks and targets to enable ACODE have unrivaled programmatic growth and institutional consolidation.

On behalf of my colleagues on the board and on my own behalf, I would like to extend my unreserved appreciation to the staff at the secretariat who worked tirelessly to implement planned activities. We also thank ACODE's donors and development partners without whom we would never have come this far. We look forward to a prosperous year ahead.

Prof. John Ntambirweki

Message from the Executive Director



It is with pleasure that I share our 2018 milestones with you through this report. During the year under review, we were able to complete ACODE's new strategic plan 2018-2028 which is a renewal of our commitment to social and political transformation.

We were able to complete our resource mobilisation strategy which is instrumental in the growth and sustainability of the institution. Achievements and challenges are to be celebrated and learnt from. It is to this effect that we are working towards celebrating ACODE's two decades of public policy research, capacity building of government and civil society institutions and policy advocacy in East and Southern Africa sub-regions.

For the third consecutive year, ACODE was ranked No. 1 Think Tank in Uganda by the University of Pennsylvania in the Global Go To Think Tank Index. It is motivating to hold this position for yet another year and this is highly attributed to the unwavering support of our development partners, Board of Trustees,

Management, staff and stakeholders.

Hosting the Hewlett Foundation grantees' peer to peer learning event was one of our highlights in 2018. Not only did we learn from like-minded Think Tanks and organisations supported by the Hewlett Foundation, but we were able to share our work experiences and theory of change with peer organisations.

Participation in the Think Tank Initiative's global event in Bangkok, organising our various dialogues highlighted in this report, Completion of the Biotechnology and Law book, creating new partnerships and continued engagements with our stakeholders, all made the year worthwhile. These are some of the achievements that we realised through the impact that they had on public policies and the citizenry.

I appreciate the dedicated Board of Trustees, management and staff for their commendable work and support in a bid to achieve our vision, mission and goal. The contribution by our development partners, donors, different arms of government, civil society and all our stakeholders cannot be taken for granted and I am thankful for it.

Our charge for 2019 and beyond is to build an institution that is more fruitful, based on John 15:16.

Dr. Arthur Bainomugisha



Meeting our strategic objectives

A Snapshot of 2018

Keeping focus on our mission of “making public policies work for the people”, ACODE’s mandate is to create new knowledge that addresses the pressing socio-political challenges faced by citizens in accessing public services.

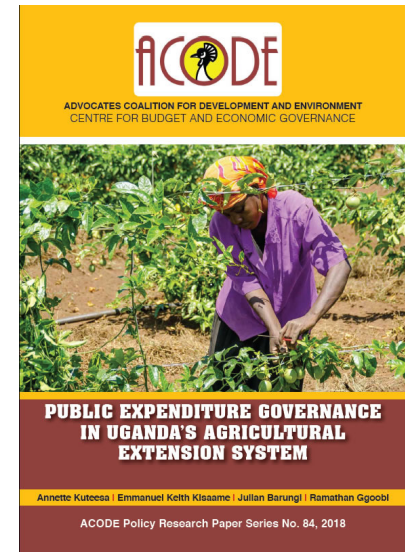
GENERATING EVIDENCE FOR POLICY OPTIONS THROUGH RESEARCH AND ANALYSIS

ACODE's mandate is hinged on creating synergy between policy interventions and policy research. Through the policy research and analysis that we undertake, we help governments and international development agencies to expand the range of policy choices necessary to confront challenging and sometimes controversial public policy matters. During the year, several studies were carried out with the aim of generating evidence to facilitate national debate and inform the development of various policies and legal frameworks. This section highlights some of the studies that were taken during the year.

Enhancing Budget Transparency and Accountability

A study on Public Expenditure Governance in Agriculture was completed, resulting into a research Paper titled, "Public Expenditure Governance and Performance of Agricultural Extension Systems in Uganda" (available in print and online). This study was launched and disseminated to over 355

delegates at the Climate Change and Food Security Symposium. The impact of the research is traced in the Ministerial Policy Statement (MPS) for NAADS for FY 2018/19 where several recommendations of the report are addressed under medium-term plans. Additionally, the study on Public Expenditure Governance in the Health Sector was completed and the report is in the final stages of completion and publication.



Supporting Rural Women in Business

ACODE, under auspices of IDRC, implemented the "Supporting Rural Women in Business Project". Implemented in Mbarara, Mukono and Soroti districts; the project aimed at fronting the economic empowerment of rural women engaged in businesses and in value addition. This was done through identification and promotion of viable business enterprises that lead to the creation of decent and sustainable jobs. An

end line evaluation of this intervention was undertaken and the report was completed and disseminated to 59 stakeholders in Kampala.

Assessing Capacities for Local Economic Development

ACODE carried out a study on assessing capacities for Local Economic Development (LED) was conducted in nine districts. This study concentrated on evaluating the capacities for LED at district level in Uganda. A Research Report entitled, Assessing Capacities for Local Economic Development was produced from this work and disseminated in Lira, Gulu and Arua through dissemination meetings that were attended by 258 people.

Advancing Gender Responsive Budgeting

In collaboration with the Consortium pour la recherche économique et sociale (CRES) in Senegal and with funding from the Think Tank Initiative (TTI), we at ACODE conducted two studies and developed a training manual. One of the studies focused on the analysis of district budgets for gender compliance while the other concentrated on the complete approaches used by Equal Opportunities Commission in assessing gender compliance. As a result, the study was disseminated in the three districts.

Informing Public Expenditure Governance

ACODE entered into an agreement with Abbey & Adonis Publishers to publish Edited Book Volumes based on works accomplished at ACODE. The Edited Book Volumes will present an opportunity for ACODE's work to reach a wider audience. A manuscript for the Edited Volume on Public Expenditure Governance with nine chapters was laid out.

Navigating Public Expenditure Governance of Agricultural Extension Systems

Following a conference we held on climate change, food and national security, we produced a research paper titled, 'Public Expenditure Governance and Performance of Agricultural Extension Systems in Uganda.' This publication was disseminated at the symposium attended by over 200 participants including representatives of Ministries, Departments and Agencies (MDAs) responsible for agriculture, water, environment, and forestry.

Investing in Budget and Service Delivery Monitoring Exercises (BSDME)

As part of ACODE's mandate under the Budget Transparency Initiative (BTI), BSDMEs exercises are conducted bi-annually. Two rounds of monitoring were undertaken, focusing on the road sector. The findings of the monitoring were disseminated

to the Ministry of Finance Planning and Economic Development (MFPED), the districts covered and to a wider audience.

Reintroducing the Budget database

The online Citizen Budget Database was developed in 2013 to provide budget data in a way that is easy for users to navigate and use. During the year in review, it was upgraded for better user experience and updated with information up to FY 2018/19. The link to Citizen Budget Database was shared with 257 potential users. The average site visits for the reporting period was 1,370 visits per day a testimony of citizens' interest in the information.

Boosting Capacity of Local Governments to Respond to Service Delivery Priorities

In a bid to enhance the capacity of local Governments to prioritize service delivery, ACODE undertook an assessment of the local governments. This assessment focused on performance of the District Council as a corporate entity, the District Chairperson, Speaker and Individual Councilors based on indicators derived from their statutory functions. The assessment focused on the details of statutory functions of each of the entities in the district council with regard to matters of legislation, contact with electorate, connection with lower local governments, and monitoring service delivery.

From the assessment, we were able to produce synthesis reports and district specific reports. While the synthesis report provides a comparative analysis of all the districts under assessment, the district specific reports highlight the policy challenges in each district covered and make appropriate recommendations to address them. During 2018, 250 copies of the synthesis report were published while 2000 copies of the district specific reports were published and disseminated in their respective districts.

Advancing Contract Transparency in Uganda's Petroleum and Mining Sectors

Contract transparency is at the heart of Uganda's petroleum and mining subsectors. To this effect, ACODE undertook a study on contract transparency in the aforementioned subsectors. The findings of the study informed the national dialogue on transparency and accountability in Uganda's extractives industries. It also informed and reinvigorated the government process on adoption of Extractive Industries Transparency Initiative (EITI) which is considered as one of the important mechanisms of enhancing transparency in extractives.

Contributing to the Development of Regulatory Frameworks

During the year, ACODE, in collaboration with the Civil Society

Coalition on oil and gas, undertook studies and contributed to the development of the National Environment Management Act, the Petroleum Waste Management Regulations and the Oil Spill Contingency Plan and Guidelines. These proposed frameworks were reviewed and ideas were shared with the National Environment Management Authority which is a lead agency. Submissions were also made to the Natural resources committee of parliament during the public consultations on the National Environment Management Bill.

Assessing the Impact of Oil Developments on Nature and People

With the aim of evaluating impacts of oil developments on nature and people, ACODE participated in third party field monitoring to assess compliance of oil infrastructure developments in the Albertine region, with petroleum best industry practices, environment and social standards. The assessment report that was produced under the auspices of the civil society identifies compliance gaps and provides recommendations.

Reviewing Environmental and Social Impact Assessments for Oil projects

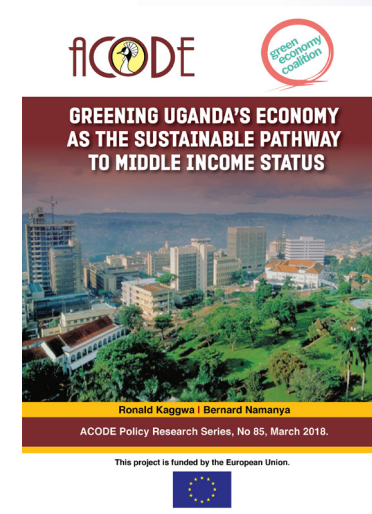
During the year, ACODE participated in the review of Environmental and Social Impact Assessments (ESIAs) for the oil projects with the view to enhance compliance with best

practices, environment and social standards in the oil and the petroleum industry.

Advancing the Green Economy Agenda

In order to further front the green economy agenda, we finalised and published the Uganda Green Economy Barometer Report. The report is available in print and online. This report was launched during a dialogue on greening Uganda's economy as a sustainable pathway to middle income status.

Additionally, ACODE undertook data collection for a study on "River Rwizi degradation and impacts on local livelihoods". Data collection methods used were literature review, key informant interviews, focus group discussions and a problem solving workshop. Data analysis and report writing are in stages of completion.



POLICY OUTREACH AND CIVIC ENGAGEMENT

One of our pillars is the ability to use research for interventions that improve civic awareness of rights and obligations. We also focus on empowering citizens to demand for service delivery and accountability from their government through imparting knowledge, skills and providing vast platforms that nurture communication among all stakeholders. Through policy outreach and civic engagement, ACODE contributes to the formulation of public policies that support sustainable engagement, thereby expanding livelihoods and income opportunities for poor people. This section puts the spotlight on some of the activities that we carried out to achieve our goal.

Routing for a Regulatory Framework on Biotechnology

Uganda has embraced science, technology and innovation as the cornerstone for economic growth. The advancement of modern biotechnology has been popularized as a powerful tool in alleviating poverty and enhancing food security. After Parliament passed the National Biosafety Bill 2017, President Museveni declined to sign it citing lack of safeguards to protect Ugandans. The bill was sent back to Parliament for review. Together with other likeminded organizations, we spearheaded strategic

meetings with key policy makers to sensitize stakeholders about the Implications of passing the Biotechnology Bill in its form. We went ahead to present proposals to the Parliamentary Committee of Science and Technology which were well received, leading to the committee amending the contentious clauses.

The Uganda Parliament passed the Genetic Engineering Regulatory Bill. The bill seeks to provide a regulatory framework for safe development and application of biotechnology and release of Genetically Modified Organisms (GMOs). The Bill also makes the owner of any patent legally responsible for any effects that might result from his creation. It also provides for containment of confined field trials in green houses to guarantee separation of indigenous seeds from genetically modified seeds.

Advocating for Improved Effectiveness and Efficiency of the National Budget

We annually convene different stakeholders to discuss issues related to the national budget and ultimately influence the budgeting process. In this concurrence, in partnership with the Ministry of Finance, Planning and Economic Development (MFPED), ACODE organized The 8th Annual High level Policy Dialogue on the Budget, themed, 'Improving Effectiveness and Efficiency of the National Budget for Attainment of Middle Income Status and Improved Service Delivery'. Key stakeholders from Government, Parliament, Academia, Development Partners,



A section of the delegates at the Local Government Forum dialogue posing for a photograph with the Deputy Speaker of Parliament, Hon. Jacob Oulanyah (center)

CSOs, and the Private Sector attended the dialogue. The proceedings of the dialogue were also aired live on various media channels including Radio, Television and social media.

Deepening Synergy between Parliament and Local Governments

The Local Government Parliamentary Forum is aimed at bridging the gap between local governments (LoGPF) and parliament. During the year, a national dialogue on the LoGPF was organized with the major objective of agreeing on a national budget architecture that favors local government financing in order to improve service delivery in Uganda. The Deputy Speaker of Parliament and the State Minister of Local Government, together with 79 participants attended the dialogue. The event was aired live on NBS TV for three hours, giving an

opportunity to the wider public to participate. The virtual online discussion and Twitter was trending for over 4 hours.

Steering Dialogue on Transparency and Accountability in Uganda's Extractives

In order to promote debate on contract transparency in extractives, ACODE, in partnership with the Civil Society Coalition on Oil and Gas (CSCOG) held a multi-stakeholder dialogue on Transparency and Accountability in Uganda's extractives. One of the key objectives was to generate and discuss recommendations on



Ambassador Deborah Malac, the US Ambassador to Uganda (2nd from right) officiated at the ACODE organised dialogue on transparency and accountability in Uganda's extractives

how the country can promote transparency and accountability, including compliance with national, regional, and international standards and best practices in these sectors.

The dialogue had two key outcomes. Firstly, consensus on fast tracking of the Minerals Policy, revision of the Mining Act and ensuring incorporation of provisions that enhance transparency in the award of mining contracts, licenses and leases. Secondly, a consensus on expediting the process of subscribing to the Extractive Industries Transparency initiative (EITI) was concluded

Advancing the Green Economy Transition

With intent to take stock of the policy frameworks that support transition to green economy, we organized a dialogue on greening Uganda's economy as a sustainable pathway to middle income status. This dialogue provided an opportunity for stakeholders to share and inform the on-going and proposed interventions, plans and strategies that support transition to a green economy. During the event, discussions were held on opportunities for transiting to green economy and informing the on-going and proposed interventions. The Green Economy Barometer Report and Uganda Green Economy Network were launched during the dialogue that was attended by 53 representatives from key government ministries, agencies and departments responsible for water and environment; Local Government, civil society organizations; non-governmental organizations, faith based

institutions, cultural institutions, media; academia; private sector and development partners.

Dialogue on Rivers and River Systems

The River Rwizi catchment conference was organised by ACODE in partnership with the Mbarara District Local Government, GEC and NBS TV. The conference was purposed to provide an opportunity for multi-stakeholder deliberations on the state of River Rwizi water catchment and the interventions required to restore its integrity. It brought together about 100 participants including representatives of ministries, departments and agencies responsible for water, environment, and forestry; the relevant district local governments (i.e., Mbarara, Bushenyi, Buhweju, Ntungamo, Isingiro, Sheema, Kiruhura and Rakai); private sector; non-governmental organizations; development partners; the academia, media, faith-based and cultural institutions among others.

Working with Uganda's Military to Combating Climate Change and Promoting Food Security

Climate change and its impacts is one of the most critical factors affecting agricultural production and food security in East Africa. Climate change also poses serious threats to national and regional



L-R: Dr. Arthur Bainomugisha, Executive Director ACODE; Ms Delphine Mugisha, Program Director CARE; Hon. Christopher Kibazanga, Minister of State for Agriculture; Gen. (Rtd.) Caleb Akandwanaho, National Coordinator of Operation Wealth Creation programme; and Gen. David Muhozi, Chief of Defence Forces, UPDF at the Symposium on climate change and food security held at Imperial Royale Hotel in Kampala

security. In partnership with CARE International in Uganda, the Foundation for Youth Mentorship, Uganda Peoples Defence Forces and NBS TV, we convened a Symposium on Climate Change, Food Security and National Stability in East Africa. The aim was to promote civil-military relations in combating climate change, promoting food security and national security.

The symposium provided an opportunity for stakeholders to establish the role that the military can play in combating climate change and promoting food security. Experiences were shared from Israel on how the army was actively involved in fighting climate change (as a non-traditional security threat) and food insecurity while promoting national security. Another significant outcome of the symposium was the directive from the Chief of the Defence Forces of the Uganda Peoples Defence Forces (UPDF) to his commanders to entrench climate change in the standard operating procedures of the UPDF. The symposium brought together 381 participants who included: representatives of ministries, departments and agencies responsible for agriculture, water, environment, and forestry; the military, military attaches for selected embassies, development partners, media, youth and civil society. It also included the academia, faith-based and cultural institutions.

Strengthening Capacity of Stakeholders

Through capacity building, we empower communities to demand

for justice. Our effort in this regard promotes public participation and citizens' demand for accountability in decision-making processes that affect their livelihoods and the environment. This section delves into some of the activities the ACODE engaged in to build capacity of different stakeholders.

Enhancing Local Government Councilors Performance

To address the challenge of councilor performance, four capacity building workshops were organized in Apac, Arua, Masindi and Nwoya districts. Attended by 170 participants, the workshops served as a forum for dissemination of the most recent scorecard findings. A training element was incorporated focusing on the standard rules of procedure, monitoring of government programs and strengthening relations between the political and technical leaders at local government level. The participants included district political and technical leaders, as well as community members. In addition to this, ACODE staff and district leaders conducted civic education by emphasizing the roles and responsibilities of citizens and their leaders.

Table 1: Capacity building workshops in 4 districts

District	No. of Councillors		Other participants		Total number of Participants		
	Male	Female	Male	Female	Male	Female	Total
APAC	12	6	15	4	27	10	37
ARUA	27	19	5	4	32	23	55
MASINDI	12	10	13	7	25	17	42
NWOYA	11	9	10	6	21	15	36
TOTAL	62	44	43	21	105	65	170

Capacity Building for Committees of District Councils

Based on the findings from the local government assessment report, it was evident that the functionality of committees of council was affected by government's failure to orient new office bearers after the 2016 general elections. The most outstanding challenge faced by the committees was the lack of knowledge in planning and budgeting at local government level. In a bid to avert this challenge, we organised capacity building workshops for committees of council with a focus on the budgeting processes, functionality of committees, relationship between committees and other organs of council, monitoring and drafting of monitoring reports. At the end of the 3 day workshops, a practical monitoring visit was organized at the nearest service delivery centres, equipping district councilors with skills to improve documentation

of findings from their service delivery monitoring.

Empowering Citizens to hold their Leaders Accountable

In our realization that citizens need to be encouraged to hold their leaders accountable, we held a series of civic engagement meetings in each Sub-county. This was aimed at verifying information from councilors and establishing the quality of public service delivery in the targeted districts. The CEMs were also an important vehicle for dissemination of assessment results and facilitating interaction between the elected leaders and the communities they represent. In total, 220 CEMs were conducted in the 4 districts during the project period with 12,522 participants of whom 7,006 were male and 5,471 were female. The table 2 shows the details.

Table 2: Community engagement meeting in 4 districts

	Attendance	Male	Female	Pwd	10-14Yrs	15-19 Yrs	20-24Yrs	25-29Yrs	30-34Yrs	34Yrs+
Apac	2,312	1,248	1,058	92	3	77	223	359	468	1,150
Arua	6,809	3,946	2,800	126	72	657	1,121	1,221	1,181	2,412
Nwoya	1,523	803	714	165	-	41	114	160	363	770
Masindi	1,879	975	899	31	7	34	121	170	235	867
Total	12,522	6,972	5,471	414	82	809	1,579	1,911	2,247	5,199

Strengthening Civic Engagement Action Plans/Citizen Engagement Meetings and Monitoring

As part of the efforts to strengthen the demand side of accountability and increasing responsiveness by local governments to citizens' demands, we facilitated citizens to write petitions to their district local governments concerning the budget. The process targeted the budget approval process, which was at a stage where different council committees were discussing budget proposals. This presented an opportunity for the citizens to make their demands at the time when decisions over the budget were being made. As a result, 75 citizen petitions on the budget were submitted to 18 district councils across the country. The CEAP monitoring exercise established various instances where allocations were made in the district budget for FY 2018/19 in response to citizens' petitions. Thus, the CEAPs enabled effective participation in the budget process as well generated demand for accountability.

Supporting Rural Women in Business

Under auspices of IDRC, ACODE implemented a project of supporting rural women in business project. The project aimed at supporting the economic empowerment of rural women engaged in businesses and in value addition; through identification and promotion of viable business enterprises that lead to the creation

of decent and sustainable jobs. We implemented this initiative in Mbarara, Mukono and Soroti districts. The project raised awareness of men on the need to support their spouses in business. We also improved practices such as proper record keeping by providing a spiral record keeping books and taught beneficiaries how to use their copies in keeping business books. Beneficiaries were also provided with a small financial token to improve their businesses.

Monitoring Environmental and Social Compliance in the Oil and Gas Sector

During the year, the Civil Society Coalition of Oil and Gas in Uganda, (CSCO), organized a capacity building training for selected CSOs and members of Local Governments in monitoring environmental and social compliance in the oil and gas sector. The main objective of this training was to build capacity of selected district local government officials and civil society representatives to undertake independent monitoring of the impacts of the oil and gas industry and compliance with social and environmental safeguards. The exercise provided participants an in-depth understanding of the current and potential impacts posed by oil and gas development on people and the environment, enlightened participants on the compliance requirements for environmental and social safeguards in the petroleum sector and also introduced various monitoring tools that can be used to monitor the positive and negative impacts of oil and gas developments on people and nature.

The training that was attended by 64 participants of whom 27 were females, attracted participants from Hoima, Buliisa, Kakumiro, Kyankwanzi, Mubende, Ssembabule, Gomba, Lwengo, Kyotera and Rakai districts. Environment, Natural Resources, Community Development, Gender and Land Officers represented the districts during the exercise. The skills that were acquired are being used to monitor the impacts of oil developments and the results are being used to engage both government and the oil companies.

Strengthening the Capacity of Local Governments to Mainstream Climate Change in District Development Plans, Programmes and Practices

Climate change is one of the greatest challenges to Uganda's long term sustainable economic growth and development. As a result of structural and gendered inequalities among other factors, the rural poor, especially women, youth and the elderly stand to suffer most from the impacts of climate change. To address the impacts of climate change, the Government of Uganda put in place a national policy on climate change which provides for a number of strategies and approaches. Among these is the requirement for district local governments to integrate issues of climate change into the district development plans and programmes and the need for climate change response interventions at all levels to be gender sensitive.



A cross-section of stakeholders participating in the capacity building workshop for kyenjojo district local government

District local governments do not however have the necessary technical capacity and resources to do what is required of them. Many duty bearers and actors at the subnational level do not even know about the national climate change policy and as such cannot effectively carry on their policy mandates and obligations. The local CSOs which are expected to advocate for and support their local governments to appreciate and mainstream climate change into district development plans, programmes and practices also lack capacity and resources. It is from this perspective that in 2018, ACODE in partnership with CARE International in Uganda and Joint Effort to Save the Environment (JESE), organized and conducted two capacity building workshops for Kyegegwa and Kyenjojo district local governments. The workshops were aimed at strengthening the capacity of district local governments, CSOs, women and youth groups in the said districts to mainstream climate change in the district development plans, programmes and practice and inclusion of women and youth in natural resource governance.

Through these workshops, ACODE provided the opportunity for key actors and duty bearers at the national level (i.e., from the National Planning Authority and the Climate Change Department) to directly interface with district local government officials on issues of mainstreaming climate change and inclusion of women and youth in natural resource governance. The workshops enhanced the capacity of the district technical teams, political leaders and other actors with respect to mainstreaming climate

change and integration of issues of women and youth in the development plans, programmes and practices. The workshops were also important dissemination platforms for the National Climate Change Policy and the National Standard Climate Change Indicators which many participants acknowledged unawareness about. Benefitting from the two trainings were 136 participants (93 male and 33 female). 85% of the participants noted that the workshops were very relevant and applicable to their mandates, interactive and that all facilitators were quite knowledgeable about the topics presented.

Synergising the Green Economy Coalition

In a bid to facilitate shared learning, ACODE started the Uganda Green Economy Learning Alliance available at <https://www.acode-u.org/learning> - a learning and information sharing platform comprising of policy makers, Local Government, private sector including Small, Medium Enterprises, media, civil society, academia and development partners. This platform provided a space for key green economy stakeholders to share information on what each of them is doing and to foster collaborations and discuss challenges among the stakeholders. In the same regard, we opened up a Google group for this platform (uganda-green-economy-learning-alliance@googlegroups.com). Most of the discussions took place on the Google group with 16 participants on the platform actively discussing a topic on growing green businesses. A summary to the discourse may be accessed

following this link. <https://www.greeneconomycoalition.org/news-analysis/ugandans-speak-out-on-how-best-to-grow-green-business>

ACODE, together with other National Technical Coordination Committee (NTCC) members from Ministry of Finance, Planning and Economic Development; Ministry of Trade, Industry and Cooperatives; Ministry of Tourism, Wildlife and Antiquities; Uganda Investment Authority; Uganda National Council for Science and Technology; Uganda Small Scale Industries Association and civil society, participated in the sustainable public procurement workshop and also visited and monitored SMEs supported by the Switch Africa Green Program in Northern, Western and Central regions of the country.

Hewlett Grantees Peer to Peer Learning Event

The Centre for Budget and Economic Governance hosted the Hewlett Foundation Grantees' peer to peer learning Event meeting with the objective of the Grantees learning from each other about approaches used to promote transparency, participation and accountability in their work. The 34 participants in attendance from 10 countries were shown how budget monitoring under the Centre for Budget and Economic Governance (CBEG), Local Government Council Scorecard Initiative (LGCSCI) and the Civic Engagement Action Plans (CEAPs) was conducted. During the



ACODE under the Center for Budget and Economic Governance hosted the Hewlett Foundation Grantees' peer-to-peer learning event

event, the participants visited Wakiso and Mukono districts to learn first-hand about ACODE's initiatives and their impact in the two districts.

Networking for Enhanced Policy Engagement

As a Think Tank, we believe in collaborations to achieve our ultimate goal of making public policies work for people. We acknowledge the fact that Knowledge creation, advocacy and institutional building cannot be effective in isolation and that is why we endeavor to build synergies with like-minded organizations, Government agencies, academia and the media. The increased visibility, relevance and political leverage that comes with such partnerships has helped us to influence public policy better at all levels. In this section, we highlight some of our partnerships.

Adopted as a member of the National Technical Coordination Committee (NTCC) for the Switch Africa Green Programme in Uganda, we joined other civil society organizations, small businesses, policy makers and researchers to work closely together to implement inclusive transitions to green economies through changes towards policies, practice and legislation.

ACODE was also approached by some members of parliament to prepare a memorandum on the formation of a stand-alone Parliamentary Committee on climate change. We prepared the memorandum which was submitted to the chairperson of the committee on rules, privileges and discipline. The committee is intended to prioritize climate change issues in Parliament and in Uganda.

Coordinating Civil Society Engagement in the Oil and Gas Sector

During the year, ACODE continued to host, coordinate and provide learning opportunities for civil society organisations working on oil governance issues. The civil Society Coalition on oil and gas (CSCO) continued to provide a forum through which oil governance issues were generated and shared with duty bearers. The forum also provided an opportunity for feedback. Through this platform, Over 60 NGOs working on oil and gas were able to generate a memorandum of issues that informed the review of the National Environment Act, the Environmental and Social Impact Assessment for the TILEGA oil development project in Buliisa and others.

RISING TO THE CHALLENGES OF COMMUNICATING RESEARCH

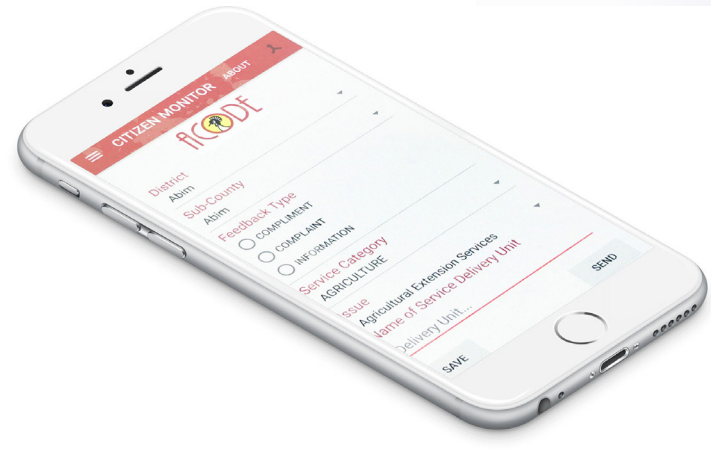
Leveraging Information Communication Technology Tools

There is no doubt that the trends on communicating research keep shifting. To keep up with these shifts, ACODE continued to engage multi-media systems and channels to influence policy and advocate for various causes using media channels to communicate our research. This section highlights some of our communication/media activities through the year.

SMS Platform and Citizen Monitor Mobile Application

ACODE continues to use the SMS platform for dissemination of budget information to citizens. Through SMS platform, the center is able to reach over 30,000 mobile telephone users. The 'Citizen Monitor' mobile App, was developed to complement the fledgling SMS platform. SMS technology is more restrictive and costly compared to the Apps and is fast falling out of favor. The App can be downloaded on App store for android. Over the reporting period, the Citizen Monitor Mobile App was popularized in 27 Districts (<http://citizenmonitor.acode-u.org/reporter/>). A total of 480 mentions of the App were made on 12 radio stations across the country. Assisted Downloading of the Mobile Application was

another strategy used to promote the App. Nine hundred people in six districts of Arua, Mbale, Gulu, Mbarara, Jinja and Kabarole were assisted to download the App.



As a feedback mechanism, using the same App, information was sent back and forth the Ministry of Finance Planning and Economic Development to ensure that it was given due consideration. There have been some technological challenges to enable interface of the App and MFPED online budget library as had been envisaged. However, under the new Budget Transparency and Accountability strategy, the MFPED system will be upgraded to enable seamless exchange of information with other systems. Nevertheless, the MFPED has been responding to critical issues raised in the feedback received over the system,

particularly during the quarterly release meetings.

Citizens used ACODE's citizen monitor mobile app to report actions that degrade the environment. The citizens specifically reported unsustainable agricultural practices and pollution with detergents as some of the ways through which the River Rwizi catchment is degraded. The citizens also reported poor disposal of plastic wastes as one of the major ways through which River Mpanga in Western Uganda is degraded.

Electronic Economic Briefer

In order to contribute to the shaping of the economic policy in Uganda and East Africa, we launched an online newsletter. The brief aims at providing policy makers with alternative ideas on contemporary economic issues in Eastern and Southern Africa. Over the reporting period, three Issues have been published. These were shared on-line with more than 527 people.

BOARD NEWS

ACODE prides itself in the versatile and widely experienced Board of Trustees that continued to support institutional development. During the year, two Board meetings were held with particular emphasis put on reviewing ACODE's 2018-2028 Strategic Plan.

One of the board members, Hon. Prof. David Francis became Sierra Leone's first Chief Minister since the position was abolished in 1978. This makes him one of the most highly ranked government officials in Sierra Leone. Prof Palamagamba John Aidan Mwaluko Kabudi, another ACODE Board member was initially appointed a Minister for Constitutional and Legal Affairs in the Government of the Republic of Tanzania. He is currently a Minister of Foreign Affairs and East African Cooperation after a mini reshuffle.



APPRECIATING OUR FUNDING PARTNERS

In 2018, ACODE received grants from the following donors. The board and management of ACODE is grateful for the support extended to the organisation. This support has enabled ACODE serve its constituency. We are grateful to them for their financial and technical support to the organization.



Governance, Accountability, Participation and Performance (GAPP) Program

FINANCIAL STATEMENT

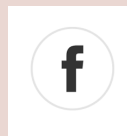
	Notes	2018	2017
Assets		UGX	UGX
Non-Current Assets			
Property (Land)	10	1,600,000,000	1,495,742,000
Current Assets			
Accounts Receivable	11	214,126,952	249,781,577
Debtor projects	12	268,038,115	247,667,086
Cash & bank	13	2,787,474,027	3,500,168,455
Fixed deposit		-	-
Total current assets		3,269,639,094	3,997,617,118
Total Assets		4,869,639,094	5,493,359,118
Represented by			
Revenue reserves	14	974,424,257	2,136,118,906
Capital reserves	15	1,600,000,000	1,495,742,000
		2,574,424,257	3,631,860,906
Current Liabilities			
Accounts Payable	16	409,971,392	647,528,879
Creditor projects	17	1,885,495,445	1,213,969,333
Total current liabilities		2,295,214,837	1,861,498,212
Total Reserves & Liabilities		4,869,639,094	5,493,359,118

ABOUT ACODE

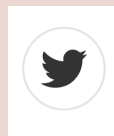
ACODE is an independent public policy research and advocacy think tank registered in Uganda as a company limited by guarantee and not having share capital. The mission of ACODE is to make policies work for people by engaging in contemporary public policy research and advocacy and advising government and local governments of development policy and policy implementation. ACODE has for the four consecutive years been ranked in the Global-Go-To-Think Tank Index as the best think tank in Uganda and one of the top think tanks in the world. See link [http:// repository.upenn.edu/think_tanks/10/](http://repository.upenn.edu/think_tanks/10/)



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