



ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT



ANNUAL REPORT 2017

MAKING PUBLIC POLICIES
WORK FOR PEOPLE



ACODE staff
planning for
activities during
one of the weekly
Program meetings

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Cover Picture: Rural women in Soroti participating in an ACODE training session with their spouses (Source: File Photo).

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Acronyms

ACODE	Advocates Coalition for Development and Environment
BSDMEs	The Budget and Service Delivery Monitoring Exercises
BTAI	Budget Transparency and Accountability Initiative
CAO	Chief Administrative Officer
CBEG	The Centre for Budget and Economic Governance
CEAP	Civic Engagement Action Plan
CSCO	Civil Society Organisation
CBTIC	Citizens' Budget Tracking and Information Center
DEO	District Education Officer
EDP	Environmental Democracy Programme
ENR	Environment and Natural Resources
GEC	Green Economy Coalition
LGCSCI	Local Government Councils Scorecard Initiative
MDAs	Ministries, Departments and Agencies
MFPED	Ministry of Finance, Planning and Economic Development
MoLG	Ministry of Local Government
MoU	Memorandum of Understanding
PASIC	Policy Action for Sustainable Intensification of Uganda Cropping Systems
PEG	Public Expenditure Governance
UFGLG	Uganda Forestry Governance Learning Group
ULGA	Uganda Local Government Association.
WIB	Women in Business

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VISION



To be a premier public policy research and advocacy think tank working for social justice and good governance in Africa.

MISSION



To make public policies work for people.

CORE VALUES



- Academic and intellectual freedom
- Non-partisanship
- Integrity
- Non-Discrimination

STRATEGIC OBJECTIVES:

POLICY RESEARCH AND ANALYSIS

Creating new knowledge and innovative tools for governance through evidence-based 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

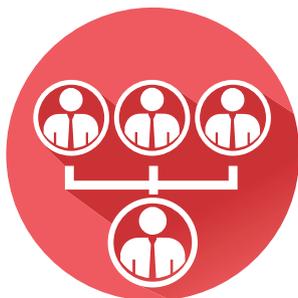
Strengthening our human and financial resource base to achieve the vision of the premier public policy research and advocacy Think Tank.

HOW WE INFLUENCE POLICY



POLICY RESEARCH & ANALYSIS

- Policy Research papers
- Governance Assessment
- Policy Briefs
- Policy Dialogue Reports
- Public Service Delivery



PARTICIPATION IN SELECT COMMITTEES

- Strategic Meetings with key stakeholders from MDAs.
- Technical Committees & Policy working groups



OUTREACH & ADVOCACY

- Policy Dialogues
- Advocacy Clinics
- National, Regional & International Meetings
- Conferences
- Website/ social Media Platforms
- Publications
- Electronic and Print Media



POLICY OUTCOMES

- Pro-poor Policies
- Economic Reforms
- Good Governance
- Improved livelihoods in Communities
- Improved Public Service Delivery

ACODE RANKED AMONG THE BEST GLOBAL THINK TANKS

The Global Go To Think Tank Index Report 2017 has once again ranked ACODE as the best Think Tank in Uganda, and among the Top Think Tanks in the world. The rankings produced annually by the University of Pennsylvania through its Think Tanks and Civil Societies Program (TTCSP) play a major role in policy development and implementation and ACODE is happy to be part of this fraternity.

ACODE was ranked number 15 out of 90 Think Tanks globally assessed on the parameter of having the “Best Advocacy” in the category of Top Think Tanks by Special Achievement (Policy Engagement). Table 1 summarizes ACODE’s ranking in this category since 2012.

ACODE is in the League of Think Tanks with excellent Advocacy Campaigns in Europe and North America. All Think Tanks that ranked 1-14 were from Europe and North America. ACODE is not only the number one Think Tank in 2017 in

the category of advocacy in Africa but in the rest of the world (Latin America, Asia and the Pacific)

Table 1: Trend in ACODE’s Global Ranking on “Best Advocacy Campaign (Policy Engagement)

Year	Rank
2017	15 out of 90
2016	31 out of 90
2015	29 out of 90
2014	29 out of 75
2013	30 out of 75
2012	38 out of 75

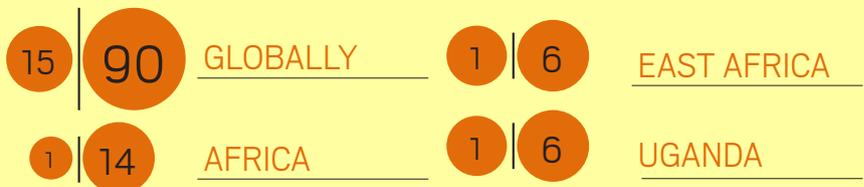
Ever since ACODE started to be ranked, there is tremendous improvement. On overall ranking,

ACODE ranked 1st out of 5 top Think Tanks in Uganda, 4th out of 18 top Think Tanks in in East Africa and 22nd out of 90 Top Think Tanks in Sub-Saharan Africa. We owe this to the support from our development partners and stakeholders.

Below is the trend for the last 5 years:

Year	Rank
2017	22 out of 90
2016	23 out of 94
2015	23 out of 92
2014	23 out of 65
2013	24 out of 50
2012	25 out of 50

ACODE’s Ranking on Best Advocacy Campaign scale





Message from the Board Chairman

ACODE for five consecutive years has been ranked among the top global Think Tanks, in the Global Go To Think Tank Index report. There is no doubt that ACODE, over the years, has spread its wings to constantly demonstrate its ability to conduct credible research and advocacy which has, over time, informed policy development, reforms and implementation.

This goes to prove that the team of highly skilled researchers explores a wide range of avenues to generate new knowledge. The team's strength in policy research and analysis, outreach and advocacy, civic engagement and capacity building, continued to reinforce an agenda with priorities and norms addressing national as well as global challenges.

Chairing the ACODE Board of Trustees for yet another year has been a privilege as we witness all the progress made by the hardworking management and staff of the organisation. On behalf of the Board of Trustees, I thank the entire management and staff of ACODE, with the stewardship of the Executive Director, for their tireless effort to ensure proper governance and endeavour to contribute towards making public policies work for the people.

I also extend my unreserved appreciation to our donors and development partners for the financial and moral support which led us to achieve success on all frontiers. Our achievements during this period have proved that ACODE is embracing new methods of conducting and disseminating research findings to expand the impact of policy outcomes.

The steady growth, as highlighted in this report, we continue to be grounded in evidence-based public policy research and advocacy. The continued strategic partnership with various stakeholders, including government ministries and agencies, has enabled us influence policy without compromising our intellectual and academic freedom to contribute to the transformation of our continent.

As we start a new year, we believe that different aspects of research and advocacy will evolve, especially technologically. We shall continue to embrace this advancement so as to achieve our goal holistically.

Prof. John Ntambirweki



Foreword from the Executive Director

The year 2017 was very exciting for Management, Staff and Board of Trustees of ACODE. This is evidenced by the level of productivity by our team and improvement in the Global Think Tank ranking.

For two consecutive years, 2016 and 2017, with support from our development partners and various stakeholders, we continued to be ranked in the Global Go To Think Tank Index as the No. 1 Think Tank in Uganda, the third in East Africa and one of the leading think tanks in the world. The ranking was led by the University of Pennsylvania. We attribute these achievements to the Board of Trustees for their oversight and support, to management for team work and to the staff for their hard work and dedication to service.

At the heart of our work, is the zeal to make public policies work for the people with the mandate to create new knowledge that addresses the pressing socio-political challenges faced by citizens in accessing public services.

It is due to this motivation that we continued, during this year, to create synergy between our research and advocacy, pertaining contemporary governance issues. With support from our development partners, to whom we are grateful, we managed to maintain our convening power by holding 78 public dialogues which were attended by various stakeholders. During these discussions, recommendations and resolutions were made to feed into public policies. We also produced 70 publications and papers as detailed in sections of this report and made 322 media engagements as part of our advocacy strategy. These were all geared towards providing a platform for non-partisan debate with the aim of building democracy from the grassroots level to the national level. Although large strides were realised through strategic partnerships as highlighted in different sections of this report, the process of influencing some policies is gradual and the entire team at ACODE is dedicated to positively contributing towards enhanced governance of different aspects in Eastern and Southern Africa.

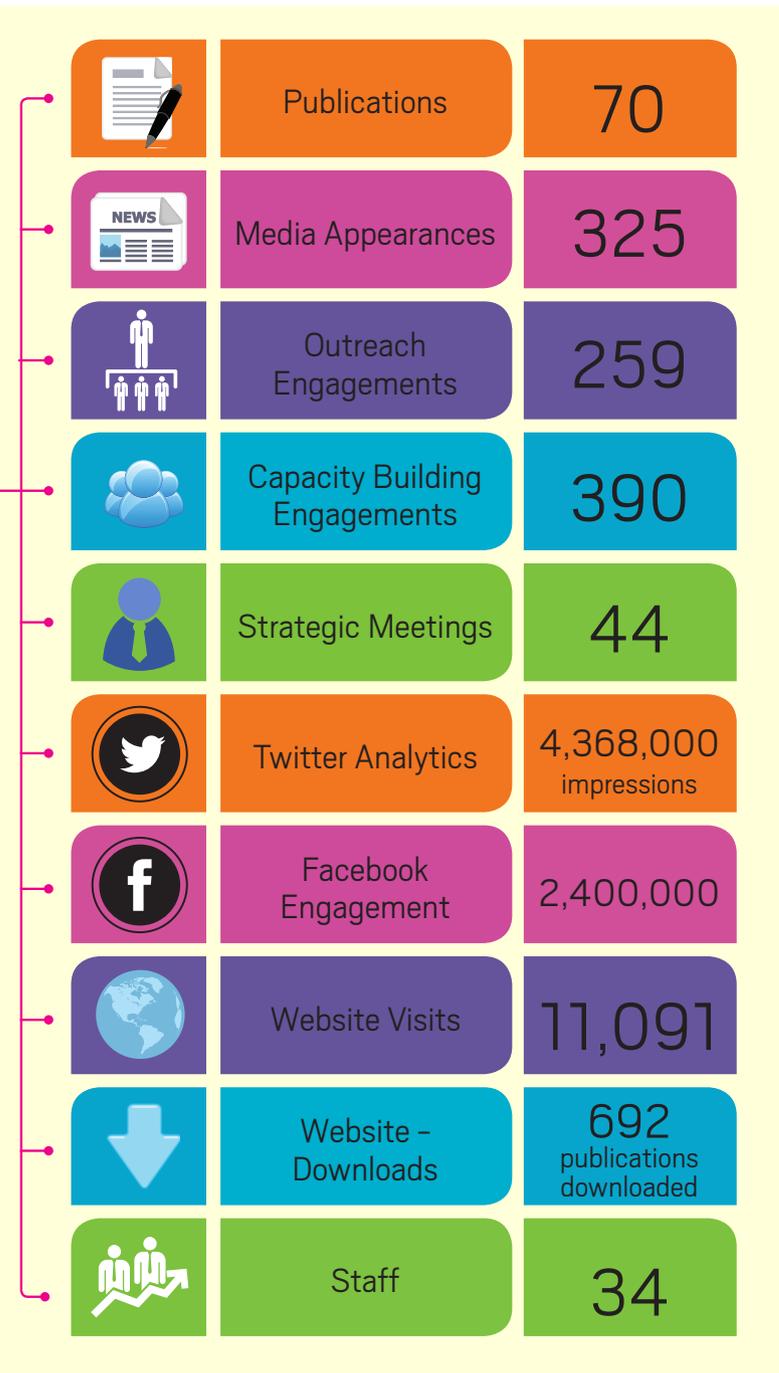
Our inspiration comes from the realization that the 21st century is one for Africa's rising. ACODE is determined to be part of this historical journey to an Africa that is peaceful, prosperous, just and where the continent is a global player in shaping international discourse. I believe that our advocacy based on the thorough research carried out by our experienced team of researchers will continue to contribute to making our continent and the world at large, a better place because proper governance inculcates development.

Without support from our dedicated members of staff, development partners, donors, board of trustees, different arms of government, civil society, the media, academia and all our stakeholders, our efforts would hit a snag. I am grateful for all the contribution made towards making us achieve our mission and vision, which we continue to work towards.

Dr. Arthur Bainomugisha



**2017
IN
FIGURES**



CONTRIBUTING TO POLICY DEVELOPMENT REFORMS AND IMPLEMENTATION THROUGH RESEARCH AND ANALYSIS

70

publications
outed in
2017

In ACODE, we focus our work on creating synergy between policy interventions and our policy research. Through policy research and analysis, we help governments and international development agencies to expand the range of policy choices necessary to confront challenging and sometimes controversial public policy matters. In 2017, research was undertaken in different thematic areas: Budget Transparency and Accountability, Enhancing Natural Resource Governance and Assessing Local Government and Service Delivery.

Enhancing Service Delivery Through Local Government Councils' Performance Assessments

The 7th Local Government Assessment was conducted in 33 districts in Uganda with the outputs including 35 district specific reports and one national synthesis report. The synthesis report compares performance of the district elected leaders across the districts and focuses on their role in the decentralisation process. After the launch of the report witnessed by over 300 stakeholders, findings from the study were disseminated to various stakeholders, including citizens at local government levels. At the international level, ACODE participated in the process of reviewing a manuscript submitted to the *Commonwealth Journal on Local Governance*.

Budget Transparency and Accountability

In a bid to contribute to the shaping of the economic policy in Uganda and East Africa, ACODE, Centre for Budget and Economic Governance, published and launched an online newsletter entitled, *ACODE's CBEG Economic Briefer*. The publication, which aims at providing policy makers with alternative ideas on contemporary economics, was disseminated to various stakeholders. As a tool to further engage policy makers on issues of education policies, we completed and published a study on public expenditure in education titled, *Assessment*



Amb. Henk Jan Bakker's tweet during the launch of the Local Government Councils' Scorecard.

of Public Expenditure Governance of the Universal Primary Education Programme in Uganda.

Another study titled “*Public Expenditure Governance and Performance of Agricultural Extension Systems in Uganda*” on the public expenditure in agriculture, covering 10 districts in Uganda was completed. The findings of the study, provided a deeper understanding of agricultural extension services and suggested ways in which its governance and outcomes could be improved.

Natural Resources Governance

Uganda’s natural resources (especially extractives) provide unique opportunity to foster human and economic development. However, poor governance of these resources can erode the country’s ability to utilise its natural wealth to improve socio-economic wellbeing of its citizens. ACODE focused on improving policy space for citizen participation in decision making, improve policy frameworks by providing alternative policy ideas and contributing to strengthening accountability mechanisms in policy implementation and revenue generation and utilisation.

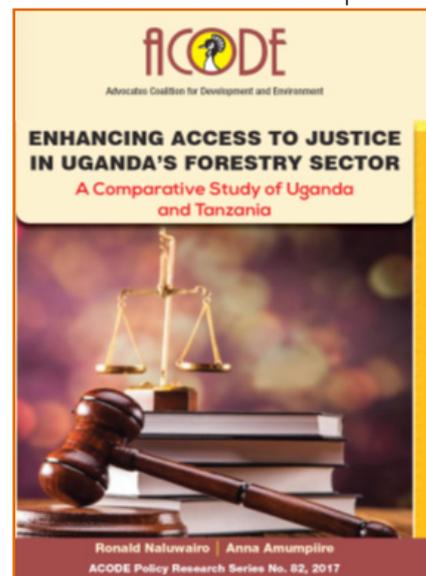
Strengthening governance of the petroleum sub sector

ACODE undertook study on stakeholder participation in the oil and gas sector, oil revenue tracking, developed a tool for gender integration in the petroleum sector and participated in the monitoring of oil and gas development activities in the Albertine Graben. This informed the National Local Content Policy, draft Land Acquisition, Rehabilitation and Resettlement Policy (LARRP). It also enriched civil society submissions to the Land Inquiry Commission and the Parliamentary inquiry on the utilisation of oil revenues.

ACODE participated in assessing the implementation of the Strategic Environmental Assessment (SEA) for the Albertine Graben and integration of green growth principles in the oil and gas sector, which has been dubbed, ‘greening the oil and gas sector’.

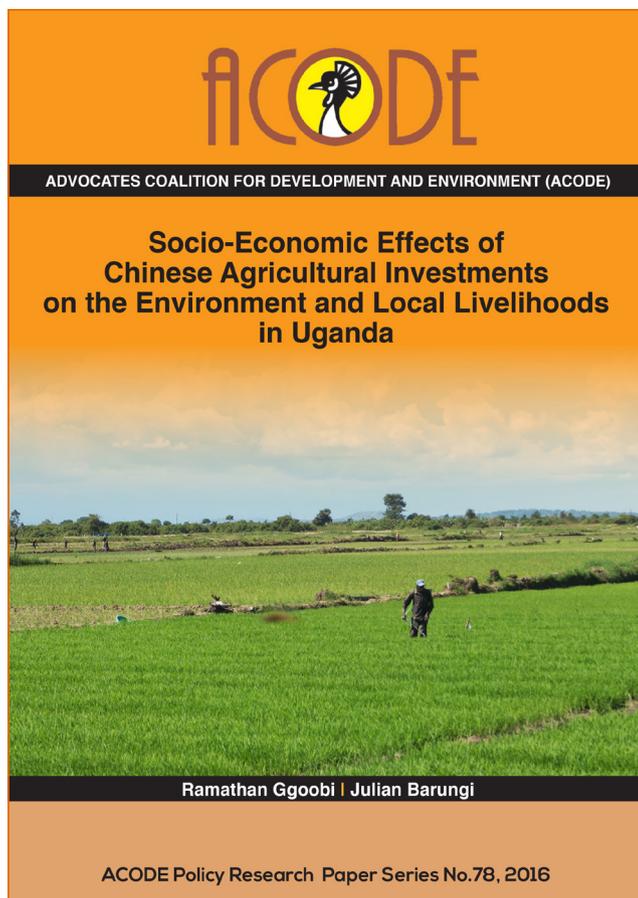
Enhancing Access to Justice in Uganda’s Forestry sub-Sector

ACODE undertook a Comparative Study on Access to Justice in the forestry sector Uganda and Tanzania. The study provides insights on the state of access to justice in the forestry sector in the two countries and provides lessons for Uganda. A policy briefing paper on enhancing the role of courts in promoting forest justice was produced, published and disseminated to and the key actors in the justice, law and order sector. This briefing paper makes a number of recommendations for enhancing the role of courts in promoting forest justice. Positive feedback was received especially from judicial officers who acknowledged the relevance of the recommendations.



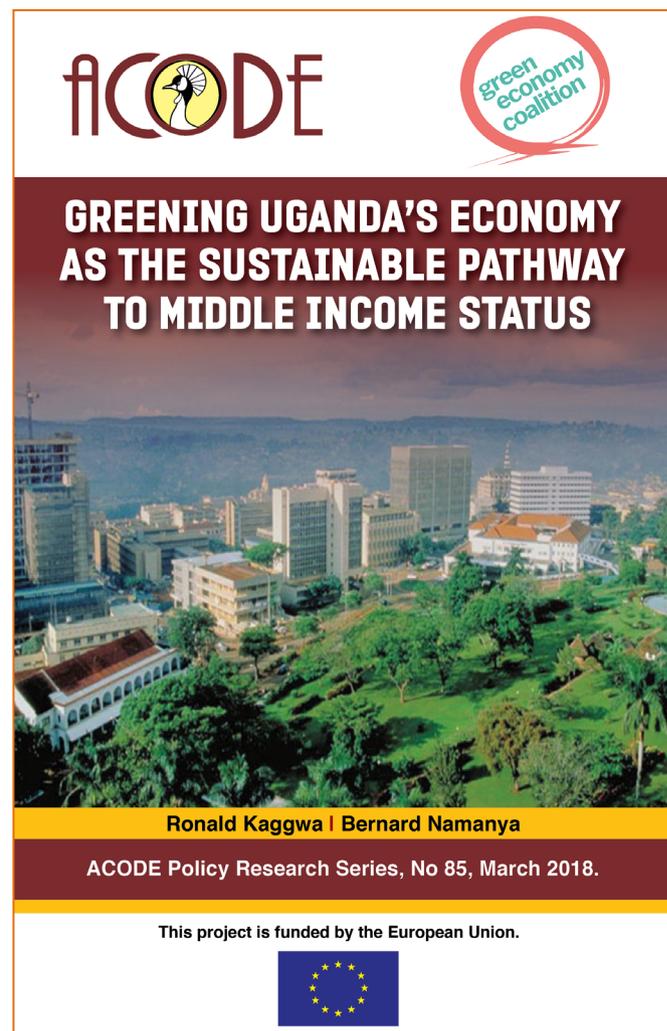
Improving policy and investment practice in China and Africa

As part of the effort to improve policy and investment practice in China and Africa, with the aim of fostering good stewardship of forest resources and benefit poor men and women, ACODE undertook research entitled, *Socio-Economic Effects of Chinese Agricultural Investments on the Environment and Local Livelihoods in Uganda*. Five hundred copies of the publication were disseminated to both the primary and secondary stakeholders.



Greening Uganda's Economy

A study analysing the status of Uganda's transition towards a green economy was undertaken and completed. The study examines Uganda's progress towards greening its economy; opportunities and obstacles to greening Uganda's economy. It also provides recommendations for fast-tracking effective greening of Uganda's economy.





Uganda's Minister of State for Water, Hon. Kitutu K Mary Goretti (4th Left), the Chinese Ambassador to Uganda, H.E Zheng ZhuQiang and different stakeholders posing for a photograph after the high level policy dialogue on Chinese investments in Uganda.

POLICY OUTREACH AND INCREASED CIVIC ENGAGEMENT

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

Activating the Demand side of local governance through Civic Engagement Action Plans (CEAPs)

The Civic Engagement Action Plans (CEAPs) resulting from the civic engagement meetings are new innovative intervention that ACODE has developed to activate the demand side of democracy as envisaged by the scorecard's theory of change. The CEAPs, focus on citizens at local government and sub county levels, have been credited for triggering the virtuous circle of mutual empowerment of both the communities and their elected local leadership. Over 220 action plans were drafted from the meetings that were organised in all the sub counties in the 35 districts. The impact from the CEAPs is documented in some of the case stories as profiled.

CEAP CASE STORY:

Mbale - Nkonkonjeru Road Rehabilitated After Petition.

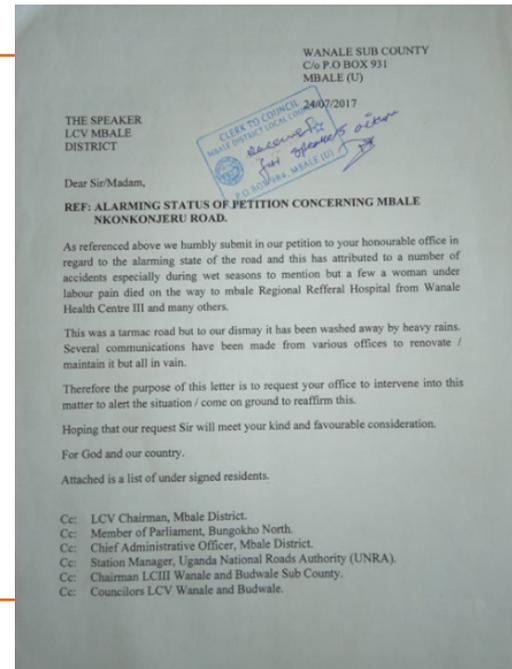
In Mbale district, citizens from Wanale and Budwale Sub-counties unanimously decried the impassable Mbale- Nkonkonjeru road amidst other existing service delivery challenges.

The citizens' voices on this road were echoed in 3 out of the 4 civic engagement meetings conducted in the 2 sub-counties. This road had last been rehabilitated in the early 80's. In Wanale sub-county,



this concern was voiced during a civic engagement meeting conducted in July, attended by 31 citizens. In line with the civic engagement action plan they developed. This group of women, men, youth and elderly, wrote a letter to the office of the Speaker of Council seeking intervention.

Since this is a road under the mandate of the Uganda National Roads Authority (UNRA), the Speaker forwarded the demand to the office of the Director - UNRA, Mbale regional office requesting for urgent rehabilitation of the road. The matter was also brought to the attention of the area Member of Parliament who, through a phone call to the research team, confirmed having engaged the president over the matter. Ultimately, by the time our team undertook monitoring in November, works on this road had started. This is proof that the petition had impacted on the relevant authorities.



State of the Nation (STON) Platform

The State of the Nation Platform is a forum on which stakeholders from different sections of society meet to discuss contemporary issues with the aim of influencing public policies. With over 70 members of the public who are strategically drawn from intergovernmental organisations, parliament, media, society, embassies, security organisations, government, civil society and academia, the platform continues to draw attention to critical issues that arise locally and globally. ACODE held 5 sessions of the STON, discussing contemporary issues focused on Governance of Universal Primary Education and its implication to national development, Green Growth Economy in Uganda: Strategies for Sustainable Development and Inclusive Growth and Food Security, Climate Change, and Disaster Preparedness: Interventions to avert the looming Food crisis in Uganda and Eastern Africa among others.



Dr. Arthur Bainomugisha and Hon. Peace Mutuzo, Minister of State for Gender & Culture sharing notes during one of the STONs.



A STON platform on child mortality, being held at Protea Hotel, Kampala.

Advocacy on Biotechnology Bill

ACODE continued to provide leadership in the civil society sector on the analysis of the National Biotechnology and Biosafety Bill. ACODE presented proposals to the Parliamentary Committee on Science and Technology. As a result of the advocacy on the Biotechnology Bill, the President declined to assent to the bill citing the numerous contentious clauses that were detrimental to Ugandans and he asked Parliament to address the issues.

Fronting ideal Governance of Uganda's Agriculture sector

In partnership with the International Institute of Tropical Agriculture (IITA) and Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), under the Policy Action for Sustainable Intensification of Ugandan Cropping Systems (PASIC) Project, ACODE organized high level breakfast meeting and policy dialogues at both national and regional (zonal) level which influenced policy development, and budget implementation processes.

The high level stakeholder engagements culminated into increased budget to cater for the much-needed non-wage (operational) funds to implement the National Agricultural Extension Policy (2016),



changes in the development process of the draft National Seed Policy (2016) and the Draft Plant and Genetic Resources for Food and Agriculture Policy (2008)

At the regional level, ACODE also facilitated a series of zonal dialogues to;

- ✓ create awareness of national agricultural policies
- ✓ discuss the policy implementation progress at the local government level
- ✓ facilitate the development process and enforcement of by-laws and ordinances to support the effective policy implementation as well as ensure sustainable intensification of cropping systems at the local government level.

Sustaining Debate on Natural Resources Governance

Seeking to provide opportunities for stakeholders to learn about green growth economy; share information

on Uganda's green growth strategies, progress toward greening its economy. Also, discussions on the discuss strategies for Uganda's potential financing modalities for green growth, a high Level Policy Dialogue on "Green Growth Economy in Uganda: Strategies for Sustainable Development and Inclusive Growth" were held.

Increased accountability and strengthened advocacy on forestry-related matters

ACODE conducted and participated in a number of activities that increased accountability in the governance of Uganda's forestry resources and strengthened advocacy on forestry-related issues. In partnership with CARE International in Uganda, the Forest Sector Support Department (FSSD), the National Forestry Authority (NFA) and Mid-Western Region Anti-Corruption Coalition (MIRAC), and successfully organized the Bunyoro Forestry Governance and Advocacy Forum at Kolping Hotel, Hoima.

Also, ACODE in partnership with CARE International in Uganda and Masindi NGO Forum, organised the Bunyoro Inter-District Multi-Stakeholder Forum on Forestry and Environment Governance which took place in Masindi. These fora provided opportunities to different stakeholders to demand for accountability from the duty bearers in as far as management of the forest resources is concerned. The platforms were also an opportunity for stakeholders to advance critical forest governance issues and facilitate increased access to forest information. Stakeholders from the districts in Bunyoro region took the decision to establish the Bunyoro Inter-District Multi-Stakeholder Forum on Forestry and Environment Governance as a permanent multi-stakeholder platform to address forestry and environmental governance issues in the region.



Dr. Ronald Naluwairo, Senior Research Fellow, ACODE, making a presentation during the Bunyoro inter-district multi-stakeholder forum on forestry in Masindi.

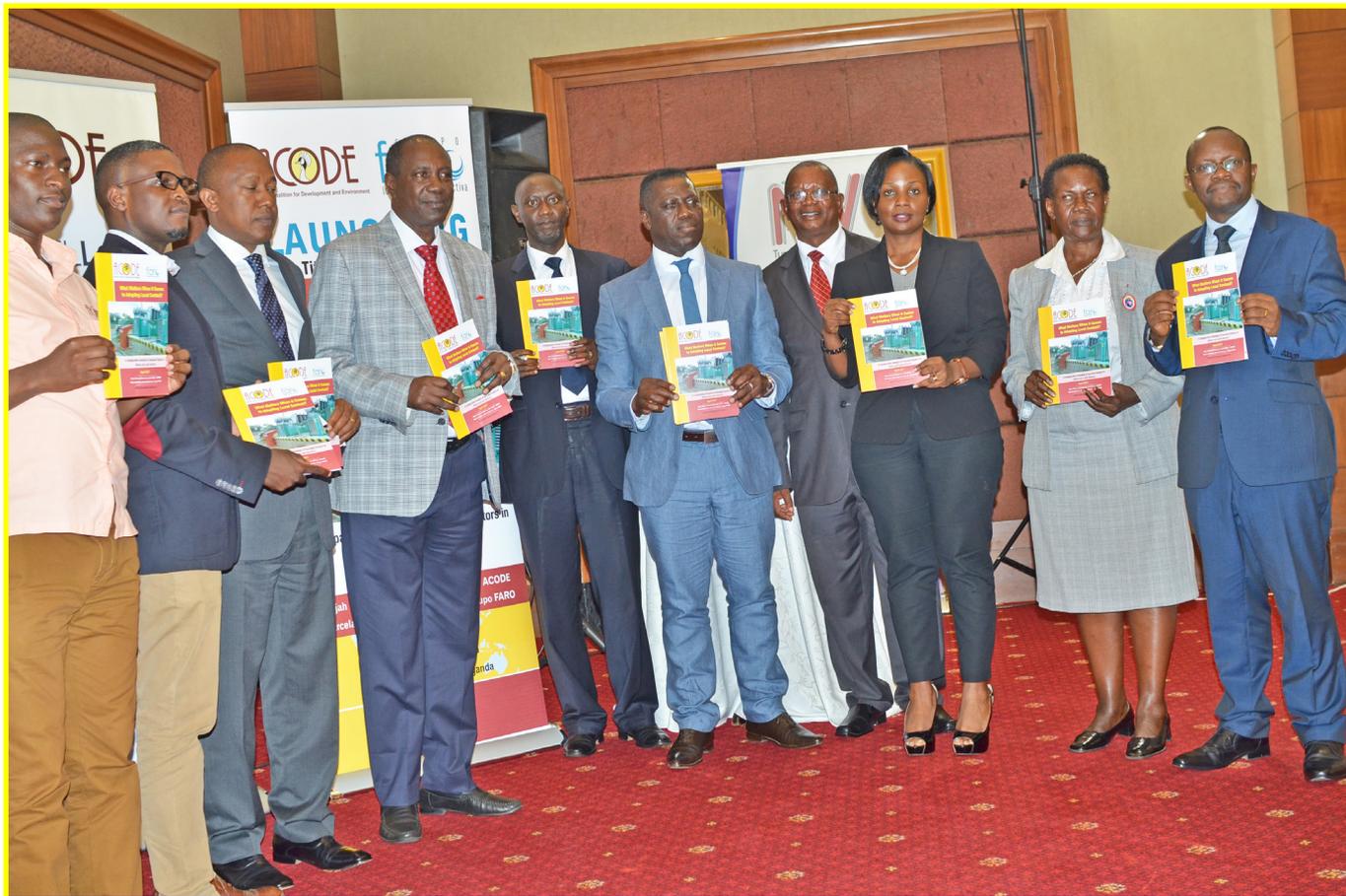
Reinvigoration of debate and efforts to save and protect river systems in Uganda

Destruction of Uganda's river systems is one of the factors causing and accelerating climate change. A case in point is the destruction and degradation of River Rwizi catchment, that is a major source of water to over 8 districts in western Uganda. Over the years, the volume of the water in River Rwizi has significantly reduced, mainly due to human encroachment on the forests, wetlands and other sensitive ecosystems along the river course. This is compounded by waste discharge into the river.

Concerned by this state of affairs, with financial support from CARE International in Uganda and the Green Economy Coalition, ACODE, in partnership with Mbarara District Local Government and NBS TV, organized a conference in Mbarara under the theme *Restoration and sustainable Management of River Rwizi for Development and Livelihood Security*. The conference which converged stakeholders from Government, civil society and the private sector focused on triggering debate, setting the agenda and redirecting efforts to the completion and implementation of the plan that had been started on to restore the catchment area.

Improved regional engagements on oil and gas sector

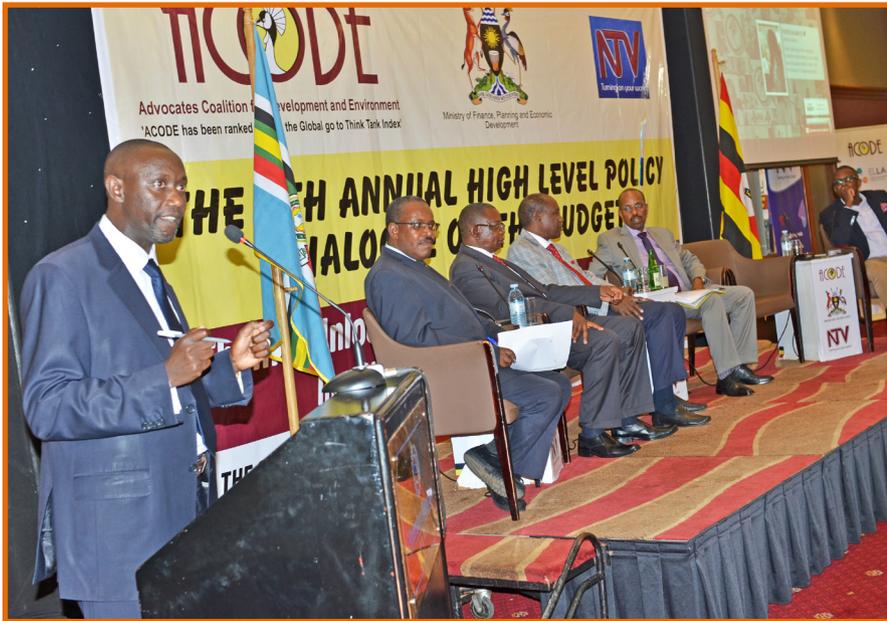
ACODE participated in a regional dialogue on the proposed East African Crude Oil Pipeline (EACOP) in which a Joint Communiqué, with a set of recommendations, was developed to lobby the governments and the oil companies to ensure environmental, livelihood and other aspects of compliance during the design and construction of the EACOP.



Different stakeholders, during the high level policy dialogue on the budget, launch a research paper entitled, 'What Matters When it Comes to Adopting Local Content'

High Level Policy Dialogue on the Budget

ACODE annually holds a high level policy dialogue on the budget with the aim of analysing the newly released budget, issues that are vital in it and providing a platform on which different stakeholders share their views so as to influence public policies in various sectors. In this year, ACODE, in partnership with the Ministry of Finance, Planning and Economic Development (MFPED), held the 7th high level policy dialogue on the budget. The dialogue that was attended by 100 participants and watched live on NBS TV by approximately 8 million people was themed, *Unlocking Uganda's Economic Potential: Investing in Strategic Sectors of the Economy*.



Hon. George Mutabazi, President of ULGA makes a presentation at the high level Policy Dialogue on the Budget.

The Africa Think Tank Summit

ACODE took part in the Africa think tank summit that took place in Abidjan Ivory Coast. The summit, which focused on the role of Think Tanks in the industrialization of Africa, presented an opportunity for ACODE to contribute to this important Africa wide agenda-setting. The discussions at the Summit also provided a good context for reflection on our work.

Dialogue on Uganda's Economic Outlook

ACODE, in partnership with the Hewlett Foundation and Ministry of Finance, Planning and Economic Development, organized a breakfast dialogue on Uganda's Economic Outlook and Service Delivery in Kampala. The dialogue, which was attended by various stakeholders, was addressed by the President of the Board of Hewlett Foundation, Secretary to the Treasury (MoFPED) and the Chair Board of Trustees of ACODE among others.

...a high level policy dialogue on the budget with the aim of analysing the newly released budget, the vital issues of concern and providing a platform for different stakeholders share their views so as to influence public policies in the various sectors.

CAPACITY BUILDING FOR STAKEHOLDERS

Capacity
Building
Engagements

390

ACODE, through capacity building, empowers communities to demand for justice and promotes public participation and citizens' demand for accountability in decision-making processes that affect their livelihoods and the environment.

Capacity Building for selected local government leaders and CSOs

Five district workshops were organised in Sheema, Kaliro, Lwengo, Kabale and Kisoro. Since the local government political and technical leaders were participating in the local government assessments for the first time, they needed orientation. During the district assessments that took place, our team provided support to the various district teams with the aim of ensuring that all district researchers followed the scorecard methodology and ethical research standards to reduce the possibility of bias.



Dr. Arthur Bainomugisha building capacity of the Local Government District leaders.

Training of researchers and budget champions

ACODE undertook a training of researchers and budget champion coordinators from districts with the aim of preparing the researchers for field activities, including conducting Civic engagement Meetings (CEMs) and monitoring execution of CEAPs using a revised methodology described in the CEAPs Manual. A total of 105 participants took part in this training.

“Greetings from the Board and Staff members of the Navigators of Development Association (NAVODA). We are very thankful and grateful to God and ACODE for your decision to identify with us (a humble and small institution in this part of Bunyoro Sub-Region) as your Local Partner in all your Program undertakings in Hoima District. During all your programs and projects’ implementation with us, you have-as a matter of an Affirmative Action- built our Capacity institutionally, financially and technically-an endeavour that has projected our visibility

Esimu Robert - BOARD CHAIR-NAVODA

Engaging District leaders through Peer Learning

In a bid to provide a platform for sharing best practices among local governments, a district leaders’ peer learning forum was held, focusing on effective leadership skills for local governments. This training convened 100 participants including district chairpersons, speakers, Residential District Commissioners and clerks to councils from 20 districts.

Outreach
Engagements

259

Training on Business Skills

Under the *Supporting Business Opportunities for Rural Women* project, ACODE trained 151 women in business in various business skills such as book keeping, preparing a business and marketing plan as well as value addition processes. The participants were drawn from those who participated in baseline study in the three study sites: Soroti, Mukono and Mbarara. A selected group of 20 women who participated in the training were mentored in the application of the skills they acquired in the training for three months, through personal visits and peer learning events organised at district level.



Women in business watching a documentary on business development.



Dr. Susan Kavuma, ACODE's Research Fellow (right), takes selected rural women in business, in Mukono district through business skills.



Rural women in business going through a training session in Soroti.

Civil Society Coalition (CSCO) on Oil and Gas in Uganda Training

During the year in review, CSCO members were trained on the dynamics of civic engagement and advocacy in the oil and gas sector in light of the implications of the NGO Act, 2016 and the NGO Regulations 2017..

Engaging with Chinese Companies on Social and Environmental Responsibility

ACODE worked closely with two Chinese companies to improve social and environmental responsibility of their businesses in Uganda. We supported the Chinese establishments to develop evidence based community engagement plans and agreed on specific actions to enhance their businesses through social and environmental responsibility.



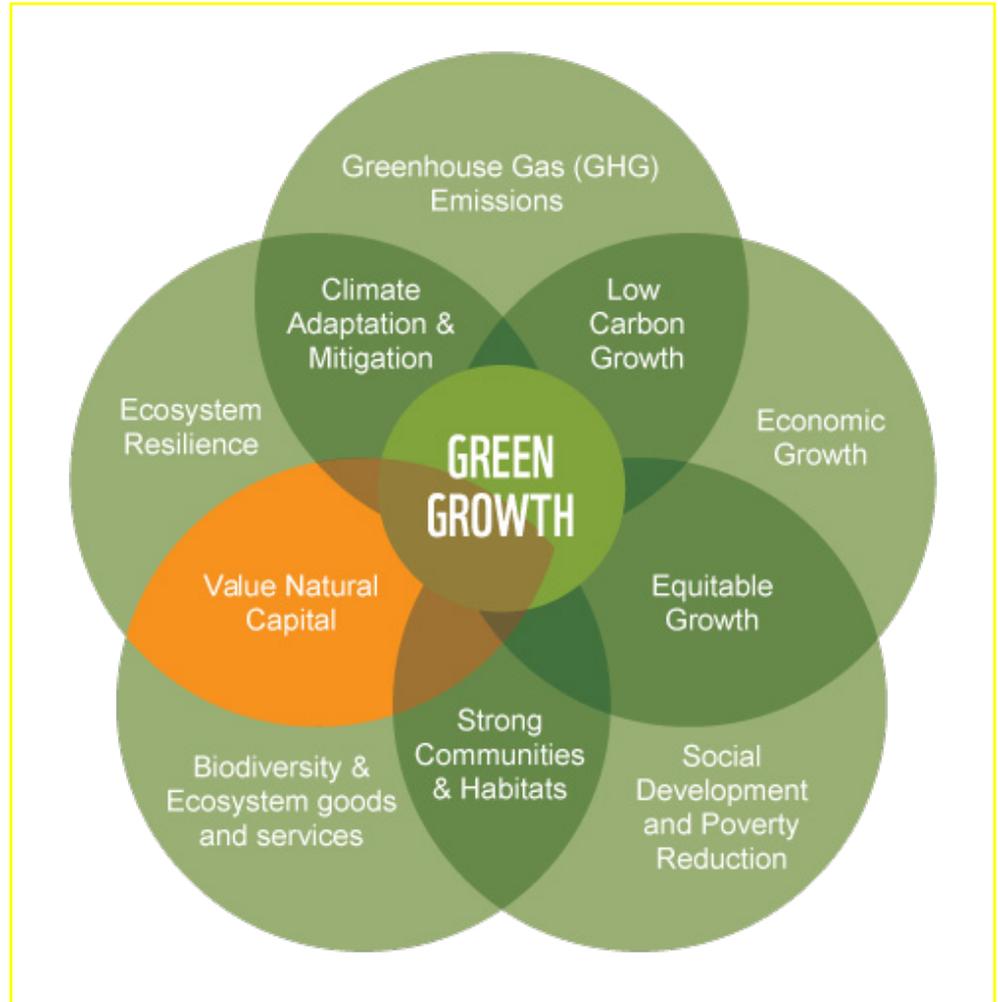
Hon. Mary Kitutu delivers a letter to the Chinese Ambassador, Zheng ZhuQiang, urging more collaboration.

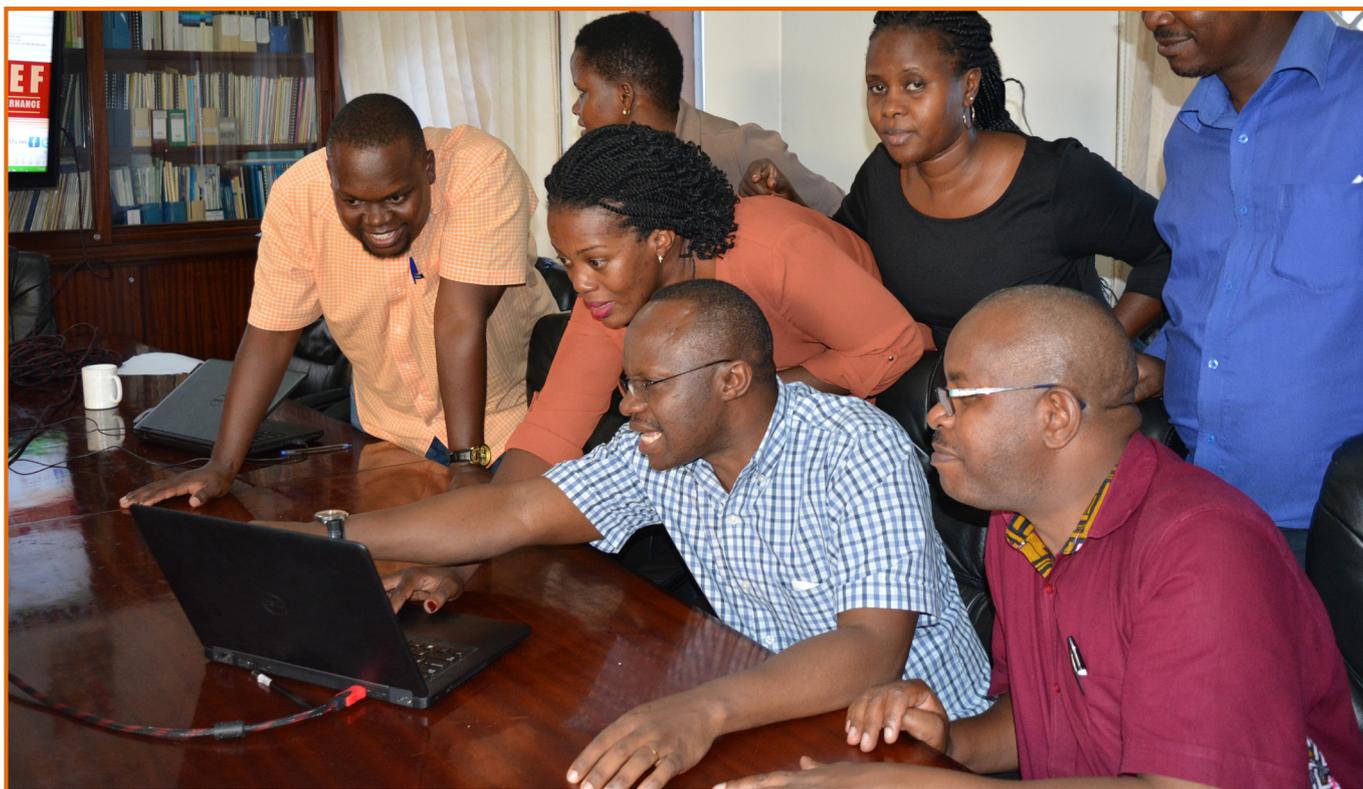
BUILDING NETWORKS FOR ENHANCED POLICY ENGAGEMENT

Green Economy Coalition Membership

ACODE became a member of the Green Economy Coalition (GEC) and participated in the GEC leaders' annual global summit held in Trinidad and Tobago. The global summit focussed on how to support green enterprises so they can drive the transition to inclusive green economies.

ACODE also participated in the Switch Africa Green Networking Forum, a networking forum that aimed at fostering open information and knowledge sharing, among stakeholders on Uganda's transition towards an inclusive green economy.





Part of the ACODE Team launching the CBEG Economic Briefer.

Supporting Business Opportunities for Rural Women in East and Southern Africa

In collaboration with the Institute of Environmental Studies (IES), Zimbabwe and the Collaborative Centre for Gender and Development (CCGD), ACODE embarked on a collaborative study that investigated and generated evidence on structural barriers, which constrain women from taking advantage of business opportunities. This background paper is under review for publication.

Partnership with the Consortium for Economic and Social Research (CRES)

ACODE, in partnership with the Consortium for Economic and Social Research (CRES) in Senegal, embarked on a collaborative research initiative on *Gender Responsive Budgeting in Africa: An Action Learning Project in Senegal and Uganda*. The initiative focuses on building capacity of Citizens, CSOs and policy makers to take part in gender budgeting as well as monitoring implementation of gender budgets with particular emphasis to the sub-national level.



The Senegal and Ugandan teams meeting to discuss the Gender Responsive Budgeting Project

Civil Society Coalition on Oil and Gas in Uganda

ACODE, continued to provide the secretariat and offer support to the Civil Society Coalition on oil and gas in Uganda (CSCO). This network aims to achieve many milestones including the , reviewing the Draft National Oil Spills Contingency Plans, reviewing and contributing to the land Acquisition, Resettlements and Rehabilitation Policy (LARRP) and monitoring of Oil and gas Infrastructure.

Partnership with Kalamazoo College – Michigan, USA

ACODE participated in a fellowship at Kalamazoo College in Michigan, USA, with the aim of working with the university students to analyze qualitative data collected during the FY 2016/17 assessment. The fellowship also provided a forum to teach the students about ACODE and the scorecard project while the partnership also includes an international internship arrangement where one university student was hosted at ACODE for one month. The student worked with the scorecard team to provide research support during the compilation and publication of the 7th scorecard report.

Partnership With Selected Civil Society Organizations

We continued working with three civil society organizations to promote transparency and accountability in nine districts across Uganda namely: Kabarole Research and Resource Center (KRC), Teso Anti-Corruption Coalition (TAC) and Community Development and Child Welfare Initiatives (CODI). The roles of these organizations largely focused on coordinating Budget Champion activities in the nine districts.

We continued partnering with the Ministry of Finance and Economic Planning, Uganda Local government Association, Next Media (NBSTV) and Nation Television (NTV) under respective M.o.U.s. with the objective of influencing public policies.

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CEAPs were held in 2017 and these empowered citizens to articulate their service delivery needs and empowered them to prioritize the needs with consideration of the ever growing pressure on the limited resources at the disposal of the local governments.

QUOTE:

"BIG INVESTORS ARE GOOD; BUT SMALL ONES ARE GOOD TOO - AT LEAST THEY RUN THEIR OWN HOMES!"

DR. EZRA SURUMA

#UGBUDGET17

UNLOCKING UGANDA'S ECONOMIC POTENTIAL

INVESTING IN STRATEGIC SECTORS OF THE ECONOMY



RISING TO THE CHALLENGE OF COMMUNICATING RESEARCH

With the ever growing and evolving trends of communication channels and methods, ACODE continued to engage multi-media systems to craft and disseminate messages based on our research. Focus on feedback mechanisms from our publics was tailor made to suit various target audiences to further achieve the mission of making public policies work for the people. This section highlights the Information Communication and Technology (ICT) activities that were found useful.

An environmental media campaign focusing on oil and gas was embarked on with the aim of raising awareness among the public on the relation of activities oil and gas and the environment. On NBS Television, 48 broadcasts were aired on the *Environment Focus*, setting the agenda on issues of the environment.

Public Policy Library and ICT Innovation

Over the last decade, the landscape of public policy research communication has been undergoing a significant shift in a many ways of ways. The visible emergence of new technologies has been accompanied by other shifts in the understanding of what constitutes expert knowledge, a growing emphasis on process over product in research and new understandings of what drives social change and policy influence.

At ACODE, we endeavour to dovetail theory with practice and support demand for research by developing uptake strategies that engage with those for whom we think that research makes the most difference throughout the lifecycle. Our library strengthened the partnership with the Africa Portal – a project of the Africa initiative – coordinated by the South African Institute for International Affairs (SAIIA) to widen information access on the African Continent so that researchers,



Dr. Arthur Bainomugisha, Executive Director, ACODE, addressing the press after the high level policy dialogue on the budget.



Naomi Asimo, a Research Officer with ACODE, demonstrating how to use the Citizen Monitor App

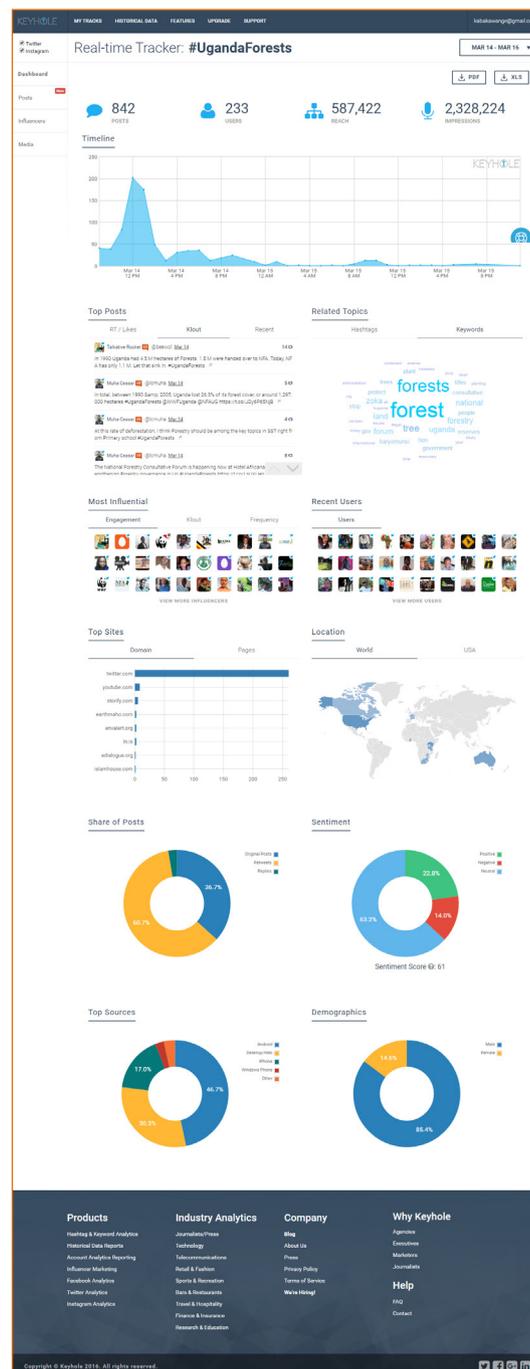
practitioners and policymakers can utilise our work. We also revolutionised citizen access to our structured datasets on the national budget over a web-based platform to promote the demand side of accountability in public expenditure governance.

While ACODE continued to share with partners, academicians and researchers extensive policy material in our library, we made strides in pushing our research products beyond borders through multi-media data channels:

- **Citizen Budget Database:** The new improved database was moved to its new home <http://budget-acode.org> to provide easy access to simplified national budget information on all sectors of public expenditure.
- **Africa Portal Library:** An online resource library that seeks to broaden the availability, accessibility and use of policy research the African Continent. We strengthened our partnership with other content partners to replenish the library that has opened our virtual doors to the rest of Africa and beyond.
- **SMS Platform:** We continued to improve citizen engagement through our improved information and feedback channels. The SMS platforms including the Citizen Budget Information Network (CBIN) and Local Government SMS Platform and the new Citizen Monitor Mobile App all work together to strengthen our civic engagement in the delivery of public goods and services.



- **The Website:** <http://acode-u.org> is the main gateway to the rest of the world that has helped us rise to the new challenges of communicating research. This website is the home of all research products published over the last 19 years. It is a useful resource for researchers, academicians, policy makers and other users looking for policy research materials in Africa.
- **Developed a Uganda Green Economy Project web page** hosted on the ACODE website. The web page provides the online learning alliance on green economy.
- The Economic Briefer was launched and disseminated to 600 stakeholders, with the aim of giving policy makers alternative ideas on contemporary economic issues in Uganda, East and Southern parts of Africa.
- Citizen Monitor App
- Photos of media activities
- NBS Outdoor broadcast van
- Website
- Photos of stories in the press



Full citation for 2017 Publications in International Peer-Reviewed Journals and other Platforms **(TOP 6)**

1

Sabastiano Rwengabo. (2017) Security Cooperation in the East African Community, Published by: Africa World Press. <http://africaworldpressbooks.com/security-cooperation-in-the-east-african-community-by-sabastiano-rwengabo-hardcover/>

2

Allen, E. P.; Muhwezi, W, W., Kiwanuka-Henriksson, D. Mbonye, A. K. (2017) Health facility management and access: a qualitative analysis of challenges to seeking Health Policy and Planning 1-9, doi: 10.1093/heapol/czw180

3

Tamale-Muyomba, L., Cunningham, K., (2017). Holding Government Accountable for Service Delivery in Uganda: The Local Government Councils Score-card Initiative. Commonwealth Journal of Local Governance. Accepted and coming up in Issue 20,

4

Allen E., P., Kiwanuka-Henriksson D., Mpanga-Kaggwa, F., Mukundane, M., Nanungi, A., Bataringaya, D., Ssesanga, P., Karemani, A., Muhwezi, W, W. (2017). Community dialogue as a strategy to empower communities to take greater responsibility of their own health: The CODES project in Uganda. African Health Sciences. Submitted and Under Review

5

Tumushabe, G, Tatwangire, A and Mayers, J (2017) Catching up with the fast pace of land access change in Uganda. Briefing. IIED, London. <http://pubs.iied.org/17415IIED>

6

Tumushabe, G and Tatwangire, A (2017) Understanding changing land access issues for the rural poor in Uganda. International Institute for Environment and Development (IIED), London. <http://pubs.iied.org/17597IIED/?k=uganda>

Full citation for 2017 publications on ACODE Policy Research Platforms (TOP 6)

1

Bainomugisha, A., Muyomba-Tamale, L., Muhwezi W., W., Cunningham, K., Ssemakula, E.,G., Bogere, G., Mbabazi, J., Asimo, N., Atukunda, P., Local Government Councils Scorecard Assessment 2016/17: Civic Engagement: Activating the Potentials of Local Governance in Uganda, Kampala, ACODE Policy Research Series No.83, 2017. http://www.acode-u.org/Files/Publications/PRS_83.pdf

2

Naluwairo, R., and Amumpiire, A., Enhancing Access to Justice in Uganda's Forestry Sector: A Comparative Study of Uganda and Tanzania. ACODE Policy Research Series, No.82, 2017. Kampala. http://www.acode-u.org/Files/Publications/PRS_82.pdf

3

Rwengabo, S., Efficiency, Sustainability, and Exit Strategy in the Oil and Gas Sector: Lessons from Ecuador for Uganda, ACODE Policy Research Paper Series No. 81, 2017, Kampala. http://www.acode-u.org/Files/Publications/PRS_81.pdf

4

Kavuma, S., N., Cunningham, K., Bogere, G., and Sebagala, R., 'Assessment of Public Expenditure Governance of the Universal Primary Education Programme in Uganda'. ACODE Policy Research Paper Series No. 80, 2017, Kampala. http://www.acode-u.org/Files/Publications/PRS_80.pdf

5

Mushemeza, E. D., Okiira J., Morales, M., Herrera, J., J., What Matters When it Comes to Adopting Local Content? A Comparative Analysis of Success Factors in Africa and Latin America. ACODE Policy Research Paper Series No. 79, 2017, Kampala. http://www.acode-u.org/Files/Publications/PRS_79.pdf

6

Naluwairo, R., Enhancing the Role of Courts in Promoting Forest Justice: Lessons from the Matiri Court Case, ACODE Policy Briefing Paper, No.37, 2017. Kampala. http://www.acode-u.org/Files/Publications/PBP_37.pdf

INNOVATIONS



Citizen
Monitor App



CEAPs



Budget
Database



SMS Platform



STON

KEY ACHIEVEMENTS IN 2017

■ Generation of new knowledge and contribution to evidence based policy making:

ACODE undertook 70 research studies that contributed to new knowledge and informed formulation and implementation of various policies, legislation and government programmes.

ACODE 7th Annual Local Government Councils' Scorecard Report and 29 district briefs informed the debate on decentralisation process and service delivery in Uganda informed the design of the District performance assessment tool that is being used by government of Uganda to assess performance of District Local Governments. This was accomplished under the the local governance initiative.

Under the natural resources governance portfolio, the studies ACODE carried out informed the review of the National Environment Management Act. They also informed the development of draft guidelines for benefit sharing under Uganda's central forest reserves, development of environmental and social safeguards for large scale land based investments in Uganda, Oil spill Contingency plan for the petroleum subsector, , the Resettlement Action Plans and land access for the oil development projects, in particular TILENGA, KFDA and King Fisher in Buliisa and Hoima Districts respectively. The Environment and Social impact Assessment for the East Africa Crude Oil Pipeline and the implementation of Green Growth Strategy were also informed.

ACODE Public Expenditure Governance Studies (PEGS) in Education and agriculture generated issues that will inform the reforms in the agriculture extension and education. The Budget and Service Delivery Monitoring Exercises (BSDME) contributed to adjusted reforms in government monitoring resource allocation and service delivery.

■ Reinvigoration of the debate and efforts to conserve forest ecosystem, rivers and river systems in Uganda

ACODE, with support from CARE International, Green Economy coalition and collaboration the local governments, Ministry of Water and Environment, and NBS television organized a national dialogue and three sub-national level dialogues in Ankole and Bunyoro on restoration and sustainable management of forests and forest ecosystems, and rivers and rivers systems in Uganda. The discussions at the dialogues resulted into declarations and a set of commitments from several stakeholders including central government, district local governments and CSOs to take action and restore the forest and river ecosystems in the country. The discussions also led to the creation of sub-national level forums for example the Bunyoro Inter-District Multi-Stakeholder Forum on Forestry and Environment Governance which has become a regular multi-stakeholder platform to address forestry and environmental governance issues in the region.

■ Informed national and sub-national discussions on oil governance in Uganda

ACODE actively participated in two East African regional dialogues, organised national multi-stakeholder dialogues, sub-national dialogues and learning events and community engagement meetings on various themes ranging including: the impacts of East African Crude pipeline on environment and people and other related infrastructure, land acquisition for investment, resettlement and compensation, Land rights, Transparency and accountability in the oil and gas sector, local content and stakeholder participation in the oil and gas sector. ACODE supported the production and dissemination of 48 television feature stories on extractives governance and environmental conservation. The stories were disseminated to over 8 million Ugandans and informed the public debate on the subject.

■ Contribution to capacity building to improve local governance and service delivery in the country

ACODE enhanced the capacity of citizens and political leaders to understand and play their respective roles and responsibilities in the democratic process. Through the Civic Engagement Action Plans (CEAPs), capacity building sessions and peer learning exchange visits by different council members, and radio talk shows, we built the capacity of 783 policy makers and political leaders in 35 District Local Governments and reached over 13.8 Million Ugandans with information about the roles and responsibilities of their leaders and how to hold them accountable. The capacity building initiatives for political leaders have enhanced the understanding of their roles while CEMs and CEAPs have enhanced citizen competence and confidence to demand better service delivery from local and national government.

■ 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 are generated and shared with duty bearers. The forum also provides 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 draft National Land Acquisition, Resettlement and Rehabilitation Policy and the Environmental and Social Impact Assessment for the East African Crude Oil pipeline, among others.

■ Enhancing Citizen Participation in budget processes and contributing to budget transparency and accountability

WeACODE was able to share budget information and provide feed-back to government under the Budget Transparency Initiative in partnership with the Ministry of Finance Planning and Economic Development (MFPED) and the Budget Strengthening Initiative (BSI) of the Overseas Development Initiative (ODI). ACODE Centre for Budget and Economic Governance (CBEG) redesigned the online budget database and launched the Citizen Monitor Mobile Application in order to provide budget information to citizens and obtain from citizens' feedback on the budget and service delivery. Through national and sub-national dialogues on the budget and television programmes, ACODE provided a forum through which the citizens provided input into the budget process.

■ Strengthened institutional capacity in the research and advocacy

ACODE was able to produce quality research products that were used to inform various government policies and programs. ACODE was once again rated by the Think Tanks and Civil Societies Program (TTCSP) at the University of Pennsylvania, among the top global think Tanks and the best Advocacy think tank in Uganda.

INSTITUTIONAL OVERVIEW



03 | DIRECTORS



34 | EMPLOYEES



13 | INTERNS



The ACODE Team posing for a photograph with TTI officials after a strategic progress meeting.



The ACODE team posing for a photograph at the MTN Marathon

BOARD NEWS

ACODE is endowed with a highly experienced, multidisciplinary international board of trustees that continues to offer support to the organisation. The board of trustees held two meetings in Kampala to monitor and evaluate ACODE activities.

The members of the board took strides professionally with Prof. Patricia Mbote getting an honorary doctorate at University of Oslo, Faculty of Law, in recognition for outstanding contribution to academia.

Our long serving member of the board of Trustees, Hon. Prof. John Paramagambe Kabudi was appointed Tanzania's Minister for Legal and Constitutional Affairs by Hon H.E. Dr John Pombe Magufuli, the President of the United Republic of Tanzania.

ACODE takes pride in the achievements of the board of trustees because with their exposure and expertise, we gain more knowledge and guidance in our work.



Prof. Patricia Mbote receiving her honorary doctorate at the Aula. It was presented by the dean and rector



Prof. David Francis, Chief Minister of Sierra Leone and board member of ACODE, signing the Synthesis Report dummy at the launch of the Local Government Councils' Scorecard.



One of the best performing councilors receiving his award from H.E. Ambassador Henk Jan Bakker, DGF board Chair, during the launch of the Local Government Councils' Scorecard.

FINANCIAL STATEMENT

Statement of Financial Position

	2017	2016
Assets	UGX	UGX
Non-Current Assets		
Property (Land)	1,495,742,000	1,495,742,000
Current Assets		
Accounts Receivable	249,781,577	299,788,744
Debtor projects	247,667,086	683,171,512
Cash & Bank	3,500,168,455	3,382,094,020
Total current assets	3,997,617,118	4,365,054,276
Total Assets	5,493,359,118	5,860,796,276
Current Liabilities		
Accounts Payable	647,528,879	727,110,616
Creditor projects	1,213,969,333	1,707,710,869
Total current liabilities	1,861,498,212	2,434,821,485
Total Reserves & Liabilities	5,493,359,118	5,860,796,276

APPRECIATING OUR DEVELOPMENT PARTNERS

Without support from our donors, ACODE's work would not have been as vibrant and accomplished as it was in 2017. We are grateful to our donors for all the support that enabled us accomplish all that we did, which led us to the first position of think tanks in Uganda according to the Global Go To think tanks rankings.



International Development Research Centre
Centre de recherches pour le développement international



Governance, Accountability, Participation and Performance (GAPP) Program

About ACODE:

ACODE is an independent public policy research and advocacy think tank registered in Uganda. Its mission is to make public policies work for people by engaging in contemporary public policy research, community empowerment to demand for improved service delivery and advocacy. ACODE has for the last five consecutive years been ranked in the Global Go To Think Tank Index as one of the top think tanks in the world.

ADVOCATES COALITION FOR DEVELOPMENT AND ENVIRONMENT (ACODE)

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